

# Sales Management

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## Some Approaches I Have Used

A Few Plans for Getting the Attention of the Man Who Simply is Not Interested "Today"

*By an Old Time Salesman*

**N**EXT to the plan, the approach is the most important part of the sale. If I were asked to separate a sale into its component parts, and indicate the relative importance of each part, I would say that the plan was 50 per cent, the approach 25 per cent, the presentation 10 per cent, the close 10 per cent and the get-away 5 per cent. I know that some salesmen will disagree with me in the assignment of these points, but years of experience has convinced me that, no matter how well you can present your proposition, ability will count for nothing unless you get an opportunity to use it.

In selling a long line of products, ranging from patent medicines to automobiles, I have arrived at certain very definite opinions in regard to what constitutes a strategically good approach. For one thing, I don't think an approach is worth a tinker's dam if it lacks the jingle of dollars. I don't take any stock in the so-called indirect approach. It may be all very well to use in South America, or in Yonkers, but in the average red-blooded American city you have to click fast. The man you are talking with wishes to the gods that you would hurry up and get through. Even as you talk he is wondering how he can get rid of you. Don't fool yourself by thinking anything else. He may seem very cordial and all that but he is giving you just five minutes to measure up—if you don't measure up you are a gonner.

### The Social Advantage of Making Money

Men don't go into business for its social advantages. They go into business to make money. So I say, your best chance to get under a man's hide quickly is to start out jingling dollars. And the louder you can jingle them, the better.

I have a friend who sells addressing machines. He is a very likeable chap, the sort of a fellow you cannot help

warming up to at first sight. For two years he sold barely enough addressing machines to pay expenses. He was then following the usual plan of sending in his card and explaining to the prospect that he would like to discuss his addressing problems with him; or something of that kind. Of course, it was very seldom that he ran into anyone who had a problem, or if he had such a thing, felt inclined to discuss it with a salesman. So, as I say, he was not getting very far. The plan lacked the sound of jingling dollars.

### The Salesman Was Playing Wrong Cards

He was telling me about his lack of success. I suggested to him that he throw away his cards. Cards lose more sales than anything I know of. The last hundred cards I had printed lasted me three years. I told him to walk into the man's office boldly, as though he were his dearest friend, and tell the young lady at the telephone desk that he had called to see Mr. So and So.

In nine cases out of ten she will do as she is told without asking what you wish to see him about, and in nine cases out of ten the man will see you because he doesn't know for sure whether you are calling to buy something or to sell something. When in the man's office, I advised him to introduce himself briefly as a mailing list specialist, and, before the man could get a chance to say he wasn't interested, to pick up his telephone and set it down on the desk with some force, saying as he did so: "Have you ever stopped to think, Mr. Prospect, how much it would cost you if you had to go back to the old way of conducting business before Bell invented that telephone? That typewriter the young lady is using—suppose you had to write all your letters by hand as the business men used to do in days gone by."

The psychology of this approach is to arrest the man's attention. Make him

stop thinking about the papers on his desk and think about you. He may frown a little, and wonder at your nerve in walking into his office and man-handling his telephone that way, but you have broken his train of thought. That is what you want. That is what you must have before you can possibly get him interested. If you have the right kind of personality, and smile at the proper time, his irritation will quickly pass, and, just as soon as you see it passing, that is the time to open fire. In the case of my addressing machine friend, I suggested that he lead into his presentation by simply making a comparison between the prospect's present method of writing names over and over and delivering his messages by carrier, and in sending the message by the telephone, and writing his letters in longhand in place of the typewriter.

At first my friend didn't have much more success with this plan than he did with his cards, but little by little he began to pick up courage, iron out the rough places in the approach, and results quickly followed. Today he is one of the most consistent producers of business in his organization, and during the month of July sold an addressing equipment every day.

### The Underlying Principle in Approach

Some of you old timers will contend that this sort of an approach may be all right for the addressing machine business, but it won't work in your case. That may be true. But the underlying principle will work. What is the underlying principle? Simply to arrest attention quickly and make the buyer think 100 per cent about you. The salesman for a lamp chimney manufacturer accomplished the same purpose when he hit upon the plan of taking a non-breakable lamp chimney out of his sample case and rolling it down the dealer's counter. A

cash register salesman did it by walking up to the dealer's charge hook, tearing off a charge slip and throwing it onto the floor.

In calling on small town buyers, however, different tactics are advisable. The small town dealer is a sociable sort of an animal, and, if you try to rush him, he becomes suspicious. They are skeptical of these city slickers, by heck. It is this difference in R. P. M. between small town and city dealers that explains why so many salesmen, who are knock-outs when it comes to selling on "Broadway" and on "State Street," fall down miserably when you put them on "Main Street." I have heard of a good many plans to use in approaching the small town buyer, but the best one I have ever found is to get some local point of contact.

Years ago I used to sell rubber boots in Southern Indiana. I was calling on the general stores and small town merchants. My first stop in town was the local newspaper office, where a Pittsburgh stogie, tactfully presented, usually secured for you a good supply of local information. Probably at a meeting of the village fathers, the night before, it was decided to pave Main Street. Of course, my dealer friend was naturally very much interested in the plan, so I would start out by referring to the progressive spirit the town was showing, as evidenced by the decision to pave Main Street. Then I would recall some other town where Main Street had been paved and my customer there had increased his business nearly thirty per cent the following year. Of course, the merchant was very pleased to receive this information. It had a pleasant sound, like the tingling of the bell on the cash register. And it put him in a good frame of mind to hear the rest of the story.

#### Remember Carpentier!

I think one of the big mistakes jobber's salesmen make is that they depend entirely too much on their personality. Most jobber's salesmen I have traveled with, and I have traveled with a good many, had an idea that they were above having to employ salesmanship to get orders. Let me tell you boys, there is no salesman living who is so solid with his trade that he can't get more business by using better sales tactics. You know what over-confidence did for Carpentier. Well, it will do the same for you. I will wager that I can go out with any of these "what's-on-the-hook-today" birds and close half again as much business, by simply changing my approach. Suppose, just for the fun of the thing, that I was traveling for a wholesale hardware house. I would form a pretty good idea as to what would sell well in each store I called on. I might select an assortment of Fernald automobile specialties for Ford cars. The first thing I would do would be to sell that merchant on the money making possibilities of such a display of accessories on his counter. I would know, before I went into the store, how many Fords there were in that country, and arrive at a fair estimate of the money my customer could make on the line, if he took hold of it.

"That's old stuff," replies the old-time hardware drummer. "We always sell a man some specials before we leave the store." I grant you that, my friend, but the point I want to get over is that I would do it *first* instead of *last*. And I would do it first because it would give me the whip-hand for all the rest of the interview. It would give me an opportunity to prove to the man I was selling that I knew what I was talking about, it would get him coming my way, and it would enable me to get his order for the extras *before* he had started to think about how much he was going to part with for the "musts" that were on his hook.

#### A Missouri Mule Is No Missionary

I have often heard salesmen who called on established trade say that they couldn't learn anything from cash register salesmen. They had an idea that their business is radically different. But they didn't stop to think that whenever they call on new trade they are encountering all the problems of a one-time specialty salesman. Maybe you have noticed that a salesman who is rutted in calling on regular customers will balk like a Missouri mule at making missionary calls. He hates to leave the sunshine of his friends. If you ask him why he isn't selling such and such an account he has a thousand reasons, none of which holds water. The real reason is that he is afraid. He has, on a few occasions, tried calling on new accounts and got turned down. *The reason he got turned down was because he attempted to go after new accounts with the same tactics he was using to get business from old accounts.* Is it any wonder he was discouraged?

Another thing I have noticed about a good many salesmen is that they seem not to be able to get geared up properly. The other day I was standing talking to a furniture dealer in a small town outside of Omaha. A salesman from one of the mattress companies came in and, after telling the dealer who he was, explained that his company had just reduced their prices and, as he was in the vicinity, he thought he would drop in and see if the dealer didn't want to give him an order. Of course the dealer did—not. That line of talk never would make any dealer want to give anyone an order. It made him want to tear his hair and scream. Here he was with several hundred dollars stuck in mattresses, and prices coming down. Did he want to order some more? Some approach!

Now what that salesman ought to have done was to have worked out, in advance, some plan for selling a car-load of mattresses in that county. It would not be an impossibility by any means to have done this. Then the salesman could have walked into the store and said: "I have just worked out a plan for selling a car-load of mattresses to the folks hereabout, and I would like to tell you about it, if you care to hear it." Would he care to hear it? Why, say, you couldn't keep him from hearing it.

This reminds me of another point that has spoiled many an otherwise good ap-

proach, and that is talking in small terms. It is much harder to interest a man in the sale of a few dozen than it is in the sale of a few cases. By talking in big figures, you startle the man out of his complacency. You make him feel like a piker. And at the same time you flatter him. It makes him feel that you feel he is a "big" business man, and you make it hard for him to drop down to small figures. So I have always made it a rule to talk in terms of at least twice what I figure the man will want to buy. It is so much easier to come down than go up.

## Operates City Sales Force on Police System

**I**N a talk at the Chicago Sales Manager's Association dinner, September 18, George Gaw, of the Gaw-O'Hara Envelope Company, told of his method of operating his Chicago sales force on a regular police department system.

In each salesman's territory there are a number of points designed as service stations. Every fifteen minutes the salesmen call the factory from one of these service stations, to ascertain whether or not there is any message.

This system enables inquiries to be answered, with a complete sample or dummy envelope, together with prices, before a competitor has a chance to locate one of his salesmen. Often a phone call will come in from some customer, requesting prices and samples on a large quantity of envelopes. Perhaps the information is wanted immediately. Often the inquiry will originate during a meeting, and the customer will want the information to present at the meeting before it closes.

In cases like this, a sample or dummy is made up immediately, a price figured, and a boy on a motorcycle is dispatched to the nearest designated service station. The first salesman who calls is told to hurry to that service station and pick up the sample and price from the boy and call immediately upon the customer or prospect who phoned in the inquiry.

This sort of service makes a big hit with customers, and keeps the salesmen on their toes, because if a salesman neglects to report regularly, the salesman in the next nearest territory gets the inquiry, if he is the first to make his regular phone report.

Mr. Gaw told of his experiences in building his business by appealing to the human side of his associates.

This dinner-meeting of the Chicago Sales Managers Club is the first of the regular monthly meetings to be held during the fall and winter season of 1922-1923.

CHARLES F. ABBOTT, for the past four years Director of Publicity and Commercial Research of the National Aniline & Chemical Company, Inc., New York, has tendered his resignation, effective October 1st. Mr. Abbott has for some years been active in the New York Sales Managers Club, and is now secretary of the American Society of Sales Executives.





# How McPherson Paved the Way

Success Seems to Follow in the Wake of the Salesman Who has a Radio Mind and Who Broadcasts Messages of a Certain Kind to the Names on His List

By Mark Sands

IT was customary in our organization for a salesman to shoot across the border into Canadian territory every other week or so, with all the sudden and often unexpected velocity of a skyrocket. The sales manager was slowly developing business in Montreal, Quebec and Toronto, and until he saw how things were coming along, he was unwilling to put men regularly on that run. It was a case of hurry-call emergency runs, with good men drawing the lucky number, as arranged by a sort of amazing providence. It should be remarked, in a whisper, that nobody ever strenuously fought the assignment, despite its difficulties, for who will deny the lure of a cool bottle of very fine ale, with one's dinner, at the close of a strenuous day?

The chief would look over the field and say: "Well, boys, it's time for somebody to go up to Canada for a day or so—how about *you*, Martin? Can you take the eight o'clock train tonight? Probably means sleeping in an upper, but we have a hunch that there's some business waiting for us if somebody goes after it in the right spirit."

## McPherson Crosses the Border

And Martin, having drawn the lucky number, would cover up his too-apparent willingness, by some mumbled remark to the effect that it was a "shame to take a married man away from his family on such short notice," and then dash out for reservations, for fear the sales manager would change his mind.

But I noticed that of all the men who crossed the border into Canada, McPherson was by far the most successful. And he was most often chosen because of this fact. He invariably brought back a nice cluster of orders. His record was embroidered with optimism. The others always envied him, and wondered how luck happened to break in his favor with such amazing regularity.

Time and time again it happened that other men, competent enough, came back empty-handed. McPherson was the star performer. Now "luck" never operates along these lines. In fact, luck had nothing whatever to do with it. The Scotchman was playing a safe and sure game. The odds were vigorously in his favor. He was putting it over on his fellows in a neat, efficient, and tactful manner. No wonder McPherson always brought home the bacon, cooked to a crisp and streaked with nourishment.

## Takes Time to Plan Trip

McPherson was one of the salesmen who would never go on too-short notice. He wanted at least four days notice and made that point an inexorable rule. The sales department gave it to him, because McPherson had earned a right to do things his own way.

And here is what that shrewd Scotchman did: when he knew he was routed over a certain territory, he sat right down and wrote out personal letters to every customer, every prospect. Now that his system is out of the bag, it is permissible to quote from one of these communications, as follows:

Dear Mr. Mourse:—

If present plans are not changed, I expect to arrive in Montreal Wednesday next, on that early morning train. It just occurred to me that you might want me to drop in for a few minutes. . . I really want to show you that novelty line, in advance of its general release in your territory.

In any event, be thinking about our merchandise and your needs and I will call you on the 'phone from the hotel. (By the way, I did not forget that you wanted a box of those Purple Pennant Golf Balls, but did *not* want to pay the exorbitant duty on them. At the risk of being locked in a cage at Rouse's Point, or thereabouts, I will bring a dozen of

the balls). Hope the labor troubles up in your section have not caused you folks any annoyance.

Now this letter carries more diplomacy than might appear at first glance. There is nothing of the traditional in its form. It just breezes along, chattily, in a perfectly unassuming mood.

McPherson paved the way for a brass-band reception on the part of this client. He started the man thinking about him. In all likelihood, it was apt to cause Mourse to hold placing certain orders, until he had that talk with McPherson. Point two—there was a deft intimation that our house had something new, a novelty and that Mourse was to first clap eyes on it. Thirdly—McPherson invariably found a way to do the client a favor. The golf ball item is a case of this. Mourse had once expressed himself as wanting a dozen of those American-manufactured balls. And by bringing them up, McPherson added fifty pounds of live steam to his friendly relationship with the customer.

## Landing in a Community "Cold"

However, the significant and deep-rooted element in McPherson's system was this: he never landed in a community "cold." He was his own press agent. He sent out "advance notices" as it were. The people he was going to see always *knew* he was coming, the date, plus enough personal salve to make his calls welcome. The other salesmen of the organization had always landed in Montreal unannounced. They buzzed into a man's office on such short notice, that nothing was waiting for them. Often the prospect was out of town.

It was once a picturesque tradition—still is, for that matter—for the concern to send out "salesmen's cards," announcing the approximate date of the call. These cards were printed by the job lot,

and were about as human, as sociable, as intimate, as a crate of laughing jackals. Perhaps their worst phase has been their fanatic attempts at humor—such as illustrations of a grinning salesman sitting astride an engine, or a salesman, with wings, just swooping down over a village.

Of all the libels on common sense, and modernity in business, I maintain that the "salesman's card" is the most viscous. They are just as bad today as they were twenty-five years ago. "On or about November 2nd," is the printed announcement, "our Mr. — (space for salesman to write in his name) will call to show you our Spring line of imported and patented linen dusters. Be on the lookout for him."

Then there was a picture of an imbecilic looking person, with a sample case as big as a piano box, being shot from a field gun. . . a dotted line, running over to the third fold of a flap, and the salesman landing in the prospect's office, with not so much as a powder mark.

And as the card announced that Mr. Squibble would arrive "on or about November 2nd," Mr. Squibble actually appeared on the scene November 18th, having been detained by several slow customers in Sandusky, and an Elk's carnival just southwest of Juniper City, Ala.

#### Frowns Upon "Salesman's Card"

The sane sales manager frowns upon this conventional comic, jazzed-up advance card, as well he might. If George Ade could write the copy for them, and the combined staff of "Punch" and "Life" create the illustrations, it might be another story. In the meanwhile, there are far more modern methods of letting the customer know the arrival date of the salesman.

This process has been splendidly humanized. True, some houses are adverse to having their individual salesmen correspond direct with the trade, but, being born of phantoms of fear, even this law is being broken into kindling wood. One sales manager puts it in this fashion:

"If the salesman is more powerful than the house and the line he represents, then the house deserves to lose the business, if the salesman ever decides to go with another concern. For my part, I'm not afraid. Our salesmen are encouraged to communicate with their prospects and their veteran customers. Anything calculated to *get more business* meets with our approval, and these advance agents of commercial activity seem to operate successfully."

A young salesman, covering many small towns in Pennsylvania, piled up a record of achievement that astonished his house. It was only his second year with the firm, and previous salesmen in this same territory had pronounced it an impossible nut to crack.

One of them was on record as having said: "Those hicks in the little villages (hardware line) think they are overstocked if they have nine hammers, two saws and a whole keg of nails in the store. Before they'll give you an order for monkey wrenches, they spend two days canvassing the township, asking people if they intend to buy anything of

that character. A jobber for the section wouldn't need a place larger than puppy-room in one side of a dog kennel."

But the youngster succeeded almost from the start in nipping off sizable orders—larger than had ever been known before. And nobody could quite understand how he did it, for there appeared to be nothing of the professional spell-binder in his make-up.

His big asset was letter-writing.

Plus this, he was a fine student of human nature. He knew the customers from the ground up, having studied them on his first trip around. His knowledge extended to political preferences.

#### Letter Writing Big Sales Asset

And when a certain local man, of wide national note, kindly, patriotic, identified with work in behalf of the forestry movements of the section, loved, respected, was swept into office by popular acclaim, the young salesman took advantage of the fact in the writing of a large number of letters. He managed, somehow or other, in letters he wrote, to congratulate the township on its part in that election. When a paean of praise appeared in a weekly publication, the salesman ordered five hundred copies and clipped this article, enclosing one in every piece of correspondence he sent out.

The customers reacted nobly to this propaganda, as bald and blatant, as obvious as it most certainly was. But they approved of the double commendation. Here was a young fellow with a level head. He could think of something apart from the mere selling of goods.

Here is a simple idea that worked to perfection in the case of two fellow-salesmen, covering a liberal slice of the southern territory—Florida, Georgia, Alabama, the Carolinas. The salesmen subscribed to at least one newspaper in every town they visited. Some of the newspapers were weeklies only.

Then a young woman in the home office acted in the capacity of clipping bureau. She was given a list of names of customers and live prospects, and told to clip everything of a news flavor mentioning these men or concerns. The "bureau" operated each season, for two months prior to the date scheduled for business calls by the salesmen. And the inevitable transpired: of the complete list of names, many reader notices were found. Jim Smith had stopped a runaway horse on Main Street and saved a child's life. Horace Gimp had been elected President of the Board of Trade. Morris Lennox was the proud father of a bouncing baby boy. Cliff Sterrett was building a new office building on Elm Avenue that would be the finest structure of its kind in the county. And so on.

#### Appeal to Pride and Vanity

From this accumulated and filed data, the two salesmen wrote their own "advance letters."

And they went about it in this fashion: Dear Mr. Smith:

It has just come to the writer's notice that you participated in a lively adventure a short while ago—stopping a runaway horse on Main street and thereby

saving the life of a little child, left alone in the carriage.

Good work, we'd say! And they're giving medals for that sort of thing in this generation. Congratulations.

We will have an opportunity, this season—around Dec. 1st—to put those congratulations into more positive form with a real hand-clasp. It was a fine piece of work.

Jim Smith is human. It tickles his pride and his vanity to note that someone very far removed from that little country village, has heard of his exploit and has taken the trouble to write on the subject. Here is a salesman who is something *more* than a hunk of commercialism. There's a heart in him!

One old-time salesman makes this significant observation on the subject:

"A great many years ago, I learned the lesson of the brass-band reception, as opposed to the frozen-hand-well-what-about-it? A fellow salesman, of many years experience pointed out the system. I had always noticed that when he landed in a town, it was easy sailing. His customers were as eager to see *him*, as he was to see *them*."

"And the method was easy. He did it with telegrams. From the last town, he wrote a flowery night message, and it was long enough to really say something. These telegrams were gems of composition. In them, my friend always remembered to mention something identified with the home or business life of the customer. He asked about children and wives. He congratulated on anniversaries. He explained that he wanted to be sure and see Jones, if nobody else, because of personal friendship—forget that he was selling goods."

#### The Advantage of a Good Reception

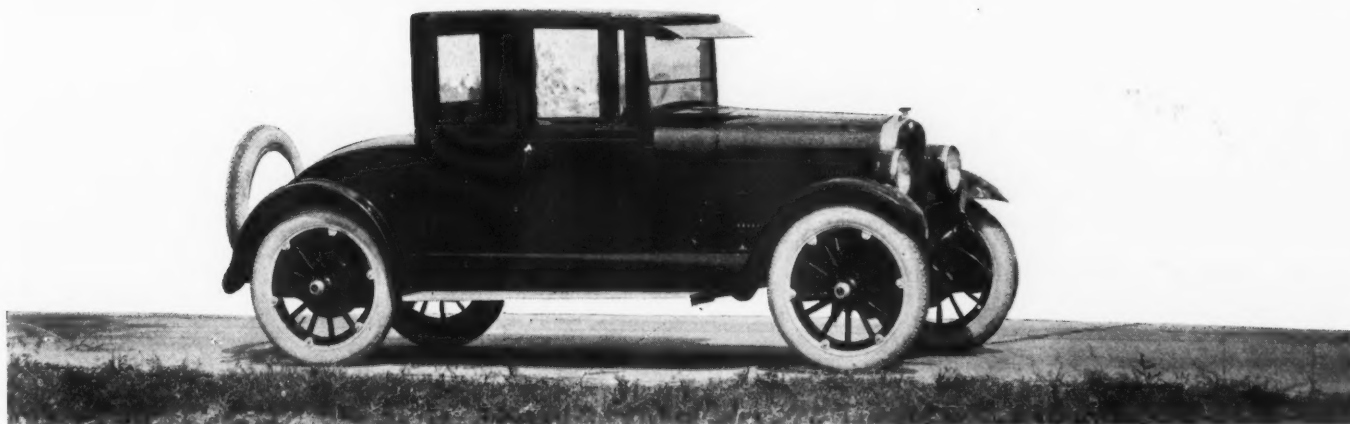
"The worst feeling, sensation, on earth, is to arrive in a town, and catch that first chill blast of indifference. You are there, a stranger, to sell goods. It is your only mission. People are naturally wary of you. Because people still hold to the fool idea that giving an order is doing a favor. It's the other way around, if anything."

"But to know that, sprinkled over a town, there will be open doors and smiling faces, and glad hands reaching out, makes salesmanship fine fun. There's just one way to do it—do a little more than talk shop. Know your customers—intimately. Master other details concerning them, than what transpires inside the four walls of a place of business."

"In a certain Ohio town, noted for its 'chilly people,' indifferent to all outsiders, they were holding a week's Business Jubilee. Everybody was asked to contribute to a fund of some sort and every merchant used space in the local newspaper, more in honor of the town's progress, civically, than in their own affairs. I got wind of it, when I was fifty miles away. I sat right down and wrote a personal letter of congratulation—to the town. I did more—I sent five dollars to that fund, and the list of names were kept standing, live, in the paper every day."

"There was not quite a brass-band waiting for me at the depot, but I had everything else."





*This car is priced at \$1185. A roadster of the same make costs \$975, a difference of \$210. Interest and depreciation on \$210 is about \$3 a month—that is what it costs to furnish your salesman with all weather, all year cars instead of roadsters.*

## Closed Cars for Winter Calls

It is No Longer "Will it Pay to Use Automobiles?"  
But "What Make and Type Automobile to Use"

ON every hand, concerns are preparing to use automobiles right through the winter. While it is true this has been the practice in sections where conditions have been especially favorable, the plan has been given a decided stimulus by the new roads which have been opened this summer, and by the feeling, prevalent, that no stone should be left unturned to get every possible ounce of business out of the good business now in sight.

There is no longer any question as to the worth of the automobile in sales work. It has made good in nearly every instance. It has reduced selling expense by increasing volume. It has conserved time, formerly spent in waiting for trains, and buggy riding. It has enabled two salesmen to do the work of three. It has brought the inaccessible cross-road dealer to your door-step. And last, but not least, it has proven a life saver during the last few years when hand-to-mouth buying was the rule, and when the salesman that covers the territory most frequently got the bulk of the business.

### Selling-by-auto Plan a Success

With such results to its credit, it is not surprising that pioneers of the selling-by-auto plan are now casting about for improvements. No longer is it necessary to hold back for fear the idea may not work. No longer is it necessary to go forward one foot at a time. The automobile has proven itself just as much a part of successful selling as the salesman, and the question to be considered now is—how can it be made more profitable and more effective?

Concerns, operating fleets of cars, differ as widely as do individuals over the make of car that gives the best service. In many ways, it is largely a question of the type of work the salesman is doing that is given most consideration. A concern, operating salesmen extensively in the larger cities, would lock horns with

a concern that had salesmen scattered largely through the western or New England states, on a preference of makes. The higher priced cars, with lower repair and upkeep costs, stand up better on country roads and city pavements, and, on account of their ease of riding, leave the salesman in better condition to conduct his selling, in the opinion of some concerns that have tried both the lowest priced and the higher priced cars.

The coupe type of car, regardless of its make, is rapidly coming into general favor. Because it can be operated the year 'round, sales managers are considering it with high regard for use by their men. If the open car can be used to increase sales volume eight months in the year, a closed car should be the means of at least an additional 10% increase on twelve full months' work.

### Use of Cars Increase Efficiency

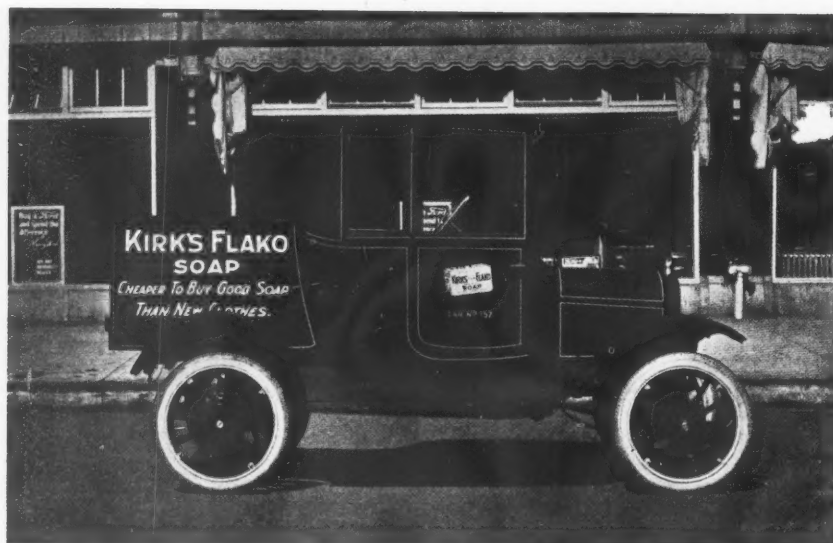
Automobile manufacturers have been quick to sense the extensive use of cars by salesmen. Practically all the popular priced cars now include in their line one model or even two models, designated as the "Business Coupe" or "Utility Coupe" for salesmen and professional men. That these cars are in most cases coupes rather than runabouts is not accidental, but a response to a definite demand. The all year car, which can be operated in rain, snow, or shine, summer and winter, seems to be solving the question of year 'round operation of automobiles by salesmen, in fleets or for individual use. Where, in former years, it has been practically taken for granted that cars would be jacked up in storage during the winter months, it is now becoming more and more accepted that the right sort of a car can be operated in most territories regardless of weather conditions. Every mile of paving re-inforces this belief.

To be at his best, a salesman who works every hour of the day should be protected as far as possible from dust,

rain, snow, heat and cold. His samples deserve this same protection. Driving, at best, is a nervous strain, and many salesmen have admitted that they would rather work the slower railroad method than to be subjected to the dust, rain or snow of the road, and, in addition, have to overcome the nervous tension of driving when putting the essential energy into a selling conference. This can be largely overcome by the use of a car which protects the salesman from the elements as much as possible, and which has good road qualities of its own. The runabout model will cover as much ground as the coupe, but it puts the salesman under a handicap. And furthermore, it has to be ruled out in a great many territories during the winter months, which is the big question. Granting a higher cost per car, the coupe should be able to show results in comparison with the runabout type.

### The Advantage of the Closed Car

One point not to be overlooked is the matter of pride in ownership of a coupe as compared with the runabout type of car. There is a finish, a polish, about the closed car which appeals to any man. The salesman will spend time cleaning, polishing and caring for a coupe, with a much increased efficiency of the car resulting. He will be more careful about letting it stand all night in exposed positions. Owing to its slightly heavier body, the coupe has easier riding qualities than the same sized runabout—a fact that is genuinely appreciated. And, if the firm is furnishing the car, the salesman will be aware that a little more has been done for him than was absolutely necessary, and the result will be an increased sales effort. From the advertising standpoint it is a good policy, for, the general public noticing the type of car used by salesmen of different concerns is quick to appreciate the suggestion of quality in the goods put out by



*James S. Kirk & Company has just adopted this type of car as standard equipment for their entire selling organization. Kirk operates 85 autos out of the Chicago sales headquarters*

that house, and since that car goes to every part of a territory, it does a very considerable amount of advertising. Not all concerns place their name on salesmen's cars, but, where it is done at all, real advertising value should follow.

The James S. Kirk Company operates a fleet of about seventy cars, all Fords, of which the illustration above is an example showing the most recent type of car put in use. Practically all of these cars are equipped with a specially constructed box at the rear of the car, which permits carrying, not only supplies, but a certain stock for immediate delivery, and advertising matter. All the more recent cars are of the coupe type. The experience of this company has shown some reduction in the operating cost on these cars in the last six months. Concerning the general practicability of automobiles for salesmen's use, Mr. E. J. Crabbs, who has charge of the fleet operation, writes as follows:

"We can say definitely that the use of Ford machines has been of exceptional help to our men in enabling them to more closely cover their territories, and in covering towns where railroad facilities are inadequate."

#### Advertising Value of Salesmen's Cars

The Kirk company firmly believes that the cars are of advertising value, as well as direct sales benefit. The illustration shows the type of ad painted on the car body. And the company sees that the cars are always a credit to their standards of doing business. The men are not permitted to carry Kirk soaps in run-down machines. Cars are maintained with all possible care, and at the end of two years turned in for new machines, not because at that time they are worn out, but because of the good effect of well kept "rolling stock" on the customers. Before cars were adopted as a standard means of working territories, their salesmen had been operating on a basis of about ninety days to cover each territory by train. Now they can cover their territories six times each year, and, fur-

thermore, have more time to put up signs, window displays and other advertising material. Automobile expenses are reported by the salesmen on their daily reports, and the company keeps accurate cost of the operation of every car.

#### Coupe Car Proves Best for All-year Work

The Oakland Coupe, has been found very satisfactory by the Illinois Inspection Bureau, operating in and around Chicago. The company has fourteen cars in operation at the present time, including Oaklands, Dodges and Fords. According to Mr. F. H. Jones, who takes personal charge of the operation of the company cars, breaks them in, and keeps detailed account of their operating cost, the coupe type of car is proving admirable for year-round use in territories where the roads are suited for its slightly heavier frame. It is his intention to purchase more of this type of car, as the road conditions are bettered in the various territories his men operate. It has been his experience that the Oakland coupe operates on a lower cost than the other makes of cars used, averaging 10c a mile, including insurance and depreciation; or a flat operating cost including garage charges of from 3½ to 5c per mile.

With the very substantial reductions in prices that have marked the past year, there has come, not only a smaller first cost in the case of practically all makes of cars, but reductions also in operating costs. The Kirk Company, cited above, was one of a number of concerns operating fleets of cars in the Chicago territory that were able to clip a cent or so off mileage costs. A great many companies either pay their men a flat weekly amount that is to cover all traveling expenses, and so do not make an effort to keep detailed costs per mile; or, having assisted commission men to obtain cars, let them wrestle with the operating cost out of their weekly drawing account. An operating cost of three to five cents a mile, such as that maintained by the Illinois Inspection Bureau, would justify

practically every concern in adopting the automobile method of combing territories.

#### U. S. Salesmen's Cars Increasing

In a recent investigation by the National Automobile Chamber of Commerce, questionnaires were sent to thousands of car owners regarding the use of cars for business purposes. The figures revealed by the answers are indicative of the trend toward motorized business:

|   |     |
|---|-----|
| Added efficiency due to car use.....  | 57% |
| Mileage used for business .....   | 60% |
| Percent of cars used more or less for business .....                          | 90% |
| Percent of mileage used where there is no other adequate transportation ..... | 34% |

These figures help to round out the information regarding the use of cars by salesmen who own their own cars and do not operate in company owned machines. The 57% more efficient salesman, who covers territory where there is no other adequate transportation—to which 34% of these owners testified—certainly is helping to swing the tide of business battles. And the company that is not interested in automobiles for their own salesmen may well afford to be interested from the standpoint of their competitors' forces, especially if they are equipped with machines that will keep them going all during the winter months.

#### Salesman with Car Makes Tank Towns

The volume secured at the tank towns is practically velvet, and is, as a rule, easy to get, at a trifling cost and a minimum of time. The dealer in these towns is not called on so frequently as his brother in the larger places, and he is usually in a good frame of mind toward the salesman. He is generally good pay, orders liberally: his good will for the house is stimulated by this personal contact with the salesman, and he takes more pains in pushing the sale of the goods over the counter. The Upjohn Company of San Francisco stated that, in their experience, salesmen have increased their sales approximately 20% by using automobiles and getting into the smaller towns, at the same time calling on more customers in their regular stopping places. In the same vein, the Toledo Scale Company stated that "one of our requirements for a new salesman coming into the business, especially if he is to operate provincial territory, is that he is required to operate a car, because past experience has proven to us that with an automobile he can see twice the prospects in the same territory within the same length of time."

Whether the next six months are upgrade months on the sales chart depends—as every concern has determined to its complete satisfaction and concern—upon the number of calls made by its salesmen, and the number of new accounts brought into the fold. The ounce of extra effort that it will take to turn the winter months into harvest months may be found in the cylinders of your salesmen's cars.



# Why Grocers Buy From One House Year After Year

A Canvass of the Leading Merchants in Racine, Wisconsin, Brings to Light Some Interesting Reasons

By Merrill V. Reed

Of the Dartnell Editorial Staff

**A**FTER a business has established itself, and settles down to the hum-drum of business life, it begins to accumulate on its books a class of customers which are sometimes spoken of as "bread and butter" accounts and sometimes as the "old guard." These are customers who stay with the house year after year, through good times and bad, and who in all probability will continue with the house for the rest of its business lifetime. These accounts are the backbone of every business.

There is in every line a large stratum of floaters—buyers who are here today and across the street tomorrow; who are lured today by the promise of a fractional discount and tomorrow by the siren voice of a salesman who promised the impossible. It is not much of a trick to get these accounts on the books for a while. But how to get the stable, year in and year out buyers on to the books, and to keep them there, requires a high order of salesmanship and a sales policy that is both liberal and sound.

Knowing the interest that sales managers have in developing this type of business I recently made a canvass of leading grocers of Racine, Wisconsin, in an endeavor to find out for the readers of *SALES MANAGEMENT* just what it was that caused them to buy from one house year after year, regardless of special lures dangled temptingly before them by rival salesmen, and in spite of every endeavor made to wean them away. Was it the sales policy? Was it the credit policy? Was it the personality of the salesman? Or just what was it that counted most?

Racine is a typical prosperous city of about 62,000 inhabitants, situated conveniently with respect to the wholesale houses of both Milwaukee and Chicago, and provided with six local jobbing houses of its own. In this market there are now 125 grocery stores, including one chain organization of six stores which are to be supplied from their own central warehouse; and possibly twelve stores that own stock in a co-operative wholesale company and so do practically all

their purchasing through this source. Competition is probably as close in Racine as in any similar city—and the qualities that make for successful salesmanship as essential.

Almost next door to one of these local jobbing houses is a neighborhood grocery store, the owner of which buys nearly 80% of his stock from out-of-town wholesalers—Reid Murdoch & Co., Austin Nichols & Co., Franklin MacVeagh & Co. of Chicago, and the Milwaukee firms of Lewis Dorbratz Co., and Roundy, Peckham & Dexter Company. So far as the business of this one customer is concerned, the jobber across the street has cooked his own goose by the short sighted policy of selling retail to customers of the grocer, right under his nose. For the sake of a few extra pounds of sugar, the loss of such business seems rather a high price. Incidentally, the grocery field is not the only one in which jobbers breed trouble by this left handed competition with their own customers.

The proprietor of this store pointed out Mr. George Hayden, representing the Roundy, Peckham & Dexter Company of Milwaukee, as an example of the type of salesman who makes money for his customers as well as for himself. For more than twenty years he has been making this territory, and has built up a host of friends by his plan of *protecting his cus-*

*tomers on their stocks of seasonal goods.* He works quickly, making a check of the stocks on hand, and anticipating the seasons' requirements several months in advance.

"He's snappy, fast, sizes up my stock in four or five minutes, and he's always right. I can rely on him to keep supplies of seasonal stocks coming—and he has never once overloaded me. Believe me, he's the type of salesman that never gets in a rut. You feel the minute he comes in that he knows what he's after, and will have some suggestions that will help put more money in the cash drawer."

Now, keeping a close line on seasonal stocks is no new idea in selling wholesale groceries. Probably every man who works that territory has it in mind to do just that for his customers. But Mr. Hayden stands out among all the salesmen who call on this buyer as the one who actually puts that plan into practice, and does it consistently. His years of experience and the reputation of his house stand him in good stead in retaining such customers, naturally. But primarily he measures his success by his ability to keep out of the rut that some at least of his competitors have fallen into—for he keeps fresh ideas coming in to help his dealers turn their stocks. Selling of that type pays, and pays big.

The grocer whose ideas on selling were cited at the start of this page made a number of other crisp comments on salesmanship that will interest the men who call on him, and other salesmen too. The store, the oldest in the city, has been in that one spot for over sixty years. The brands of Chicago and Milwaukee houses alike are carried in stock, as well as those of the local jobbers. In other words, the buyer pulls a number of wires, and buys according to the timeliness of the salesman's call, prices, and his own whims.

"Slick" salesmen, with a good "line" and a too prosperous appearance are not well thought of in this store. "The flashy looking young chaps, who can talk you off your feet, may get away with the grocers who are still a little new in



the business. But I believe most of the old timers prefer that a man handle a good substantial line that he doesn't have to spend a lot of time talking about; and that he drop these methods of talking about the wonderful success So-and-So across the street or in the next town has had with his pet number, in order to force sales. The article with the most money in it for the grocer is the one we can sell with the least amount of talking. We don't have time to make long selling talks to our customers. Price is the thing we look at in any article, other things being equal. After that, I would say that we are influenced to buy because of first, the personality of the salesman, especially as to whether we feel we can trust him; then the reputation of his house, its methods of doing business and ability to make deliveries on time."

It is dangerous business to try to crowd a new store, by over-stocking it

when it is just getting on its feet. When the Schliesman Bros. Company was opening up on the north side of town, the salesman for a well known Chicago house made a particular effort to sell them a stock of canned goods which would have been an average order for a going concern, but was a strain on the limited resources of the new store. The salesman insisted, on the ground that his experience should be worth something to the men just starting out in the business. For his efforts, he was invited to leave the store and never come back—and although he has called repeatedly for years in an effort to overcome this bad start, the brothers refuse to do business with him or his house.

The salesman who bears down too heavy on the lines that pay him the long profit does not fool the buyer, in the opinion of Mr. J. G. Leuker. Instead, he forfeits the confidence that is essential

in the building of a permanent business.

"Take the case of a man who used to come in here every week," said Mr. Leuker, "with a general line that was really a good line. Trouble was, he could never take any interest in the staples we would have bought from him. He would get enthusiastic over his cigars, coffee or spices, and we bought a little of these occasionally. But he left the territory in less than a year, and there wasn't any secret about the reason for that.

"Another thing a salesman has to watch like a hawk is the strength of his recommendation for certain items in his line. Just last week we bought a case of tuna fish from one of our best men, because he insisted it was equal in quality to another brand I have been carrying. I tried one of these cans at home last night, and although that is the first time this man has ever misinformed me about his line, it will be a long time before I'll forget it."

Grocery salesmen suffer somewhat in comparison with the men handling drug lines in the combined grocery-drug store of the F. Harbridge Company. Mr. Harbridge maintains a high grade downtown store, handling a quantity of fancy imported goods, bought from the east. Most of his staple stock he buys from a Chicago house, whose brand he has controlled in Racine for many years. The narrow aisle that separates his drug and grocery departments marks a wide distinction between the methods of the men selling those two lines. Too few of the grocery salesmen that call on him are real merchandise men, he feels, too many merely order takers.

In fact, this feeling that too many grocery salesmen are not merchandising men is shared by most of the dealers. It is a condition that demands attention. The solution appears to be in securing as salesmen men who really know the grocery business; or systematic training of salesmen in the details of running the stores that handle their goods. An advertising salesman who attempted to sell space to a man without knowing considerable about his business would be laughed out of the office. Grocery salesmen can secure the respect of their dealers only by this same understanding of the fundamentals of the business they are engaged in.

According to Mr. Jensen of William Jensen & Co., the man who would make a shining success as a grocer is the man who has a foundation for success in selling. And he points to Mr. Spira of the H. P. Stanz Company, Milwaukee, "a born grocer," if there ever was one. "Spira comes in every week, and after a few minutes looking over my stock and suggesting the next order, he's ready to go to work if we need him. We have salesmen come in who help tie up packages and do little jobs like that, but they simply aren't good enough grocers to be useful around the store. Spira knows instinctively where we keep our stock, he waits on customers quickly and really helps us out many times when we get into a Saturday rush. To do that a man has to be a good grocer as well as a good salesman, and you can bet we give him all the business we have in his line."



## Half the Sales-team isn't Teamwork

What's the use of training salesmen  
and ignoring all the other members  
of the marketing team?

**S**ELLING to jobbers or distributors is only half the job. You've got to reach *and* sell the retailers, too.

¶ Enlisting the interest and co-operation of the retailer is just one of

many subjects you'll find covered, even if briefly, in **PROMOTING SALES.**

¶ That's the book we want you to have—particularly if you're a responsible executive, interested in building up your sales.

[ Please Mention Sales Management ]

**The Corday & Gross Co.**  
Cleveland  
Effective Direct Advertising



# Advertising Agency Surveys, Agreements and Compensation

The Second of a Series of Articles Discussing the Relations of a Sales Manager With His Advertising Agent

By Philip S. Salisbury

Vice-President, The Dartnell Corporation, New York

**I**N a previous article I discussed the things that must be taken into consideration in deciding what agency is best fitted to assist you. Let us assume that you have made up your mind that a certain one stands out above all others in its ability to serve you. Before you actually give them any contracts to place there should be a definite and clearly understood agreement as to just what they are to do for you, and what you are to pay for their services.

In a rather extended investigation among agencies and advertisers I found that one of the chief causes of friction was a lack of understanding by the client of what the agency was to do without cost to the advertiser (the agent getting his commission from the publishers) and what he had a right to charge for. The client has only himself to blame if he gets into a jam of this kind, because all details of the compensation should have been smoothed out at the very start of their relationship.

Before advertising is planned both the advertiser and the agent should have a firm grasp on the fundamentals of the marketing problem. This often calls for a thorough survey of the market. Some advertisers will not need this because they previously have made an analysis of their marketing problems, and have kept it up to date. But any company that is just starting out to advertise can profitably invest in a report such as the one described below, and it may be the answer to some present advertisers who feel that their publicity outlay is not paying high enough dividends.

Many manufacturers question the value of field surveys made by advertising agencies on the ground that they are sure to be biased. They say that an agent will start out with certain preconceived ideas and prejudices, and even though he may honestly think that he is making an unbiased survey, he cannot help but be swayed by his original notions.

While there is undoubtedly some justification for this feeling it is by no means generally true, and it is possible for a company to get an accurate survey from an agent. To get away from any possible bias it seems best to have the survey made before any agreement has been made about handling the advertising account. Then you will be under no obligation to carry out the plan they prepare unless you are thoroughly sold on it. This means, of course, that you will have

to pay a fee to the agent or other investigator.

There should first be a get-together meeting with the agent. At this conference you should be represented by the president, general manager, sales manager, advertising manager, and any other active officials who are interested in the marketing end of the business. The agent should be informed about your past and present methods of marketing the product so that he may know of all the conditions that govern the selling and advertising. A definite decision should be made as to whether a field investigation survey is necessary. If it is, the agent should set a fee for the service, to be paid upon delivery of the report. Then if you go ahead and place advertising with this agent he may be induced to rebate the charge if your advertising during the first year reaches a total which permits him to handle your business at a profit. (This point is discussed later on in this installment.)

Included in the survey should be a check-up on the activities of your competitors, including their selling plans and the advertising they have done during the past two or three years. This should be done with the idea of profiting from their experience. Find out what media they have used, in what months, what size of space, what publications have been dropped, what ones added, etc.

The agent making the investigation will come into your plant with a fresh, outside viewpoint, and will doubtless notice many things that have escaped your notice because you have been too close to your problems. Through his study in your office and in the field he should make a report and recommendations covering:

Organization of your marketing department.

Sales policies and practices.

The product itself, including packing, labels, enclosures, etc.

Your salesmen and the training they should have in merchandising any advertising you may do.

The jobber—how he feels toward you and your product.

The retailer—whether he is working for or against you. Does he want to sell your product, does he know how to sell it?

Sales promotion through store display, window display, booklets, catalogs, house organ, circulars, sales letters, etc.

The consumer—what he really thinks about your product: detailed reasons why he buys it or fails to buy it.

The market that is available to you: the extent to which you are covering it now, and how to get more distribution, and more business from your present customers.

How to most effectively reach this market: if by advertising, what kind of advertising—newspaper, magazines, bill boards, car cards, trade papers, etc.? What media? What size? How much and how often?

An exhibit showing layouts (the rough plan) for advertising, if it is recommended, with artists' dummies of such things as advertisements, folders, inserts, catalogs, signs, etc. This will make a graphic presentation of the recommendations in the survey, and show the agent's conception of the form in which selling arguments should be presented to the consumer and to the trade.

After such a survey has been made you will be in the best position to decide whether you want to advertise, and whether this particular agent will do it satisfactorily. It is reasonable to suppose that he will make a fair and unbiased report because he is being paid for it directly, and is not doing it on the speculative basis of making his profit on the commissions that he will get from publishers on your advertising.

"In addition to advertising agencies that make marketing surveys, there are a number of independent research organizations available for use by manufacturers, and several agents have said that they much preferred that arrangements be made with these independent organizations, rather than be held liable for criticism on the ground that agency surveys are bound to be biased."

There is no standard agreement or contract that all good agencies make with all of their clients. They all differ in details but there are certain fundamental things that should be covered in the agreement, contract, letter or understanding, or whatever it may be called.

In the first place, the amount of money that you spend through the agency is an essential consideration, because if you want an agency to give good service, and especially to furnish ideas and assist you with your general marketing problems, they must be assured of reasonable compensation.

This has resulted in the "service fee" arrangement that many agents have with

their clients. The justification for such a charge is this: the men who are the brains back of any agency, like all the rest of us, have only a definite amount of time that they can devote to their business. And being human, they naturally want to make that time as productive as possible—productive in work done and compensation earned. If you were the head of an agency would you be inclined to give as much of your time to the client whose gross business with you totaled only \$7,500 as you would to the \$250,000 advertiser?

You would probably look at the small man's business in this way: "I want to help that man as much as I consistently can without interfering with the work for my other clients, but I cannot afford to give him my own ideas and the service of my complete organization unless he makes it worth my while. He may do quite a bit of business eventually, but in the meantime while he wants service I have no opportunity to be paid through commissions on advertising placed for him, I will charge him a monthly fee. Then he can feel free to call upon us for any help that he needs, and we are assured of a reasonable return for our efforts. On any advertising that he does I will credit his account with the commissions given me by publishers. The monthly service charge will be automatically cancelled when commissions equal that amount."

This I regard as a reasonable arrangement. The agent is given the protection that he deserves, and the advertiser has a right to demand service because he is paying for it.

Many advertisers ask whether they sign long-time contracts with agents. There seems very little to justify such a practice. A few agents who make field surveys and investigations without charging for them, insist upon a contract of from one to three years so that they may be assured of receiving payment for their work. But this reason disappears if the investigation is handled apart from the placing of advertising contracts.

Another reason advanced for iron-bound contracts is that they protect the advertiser from himself. In other words, most new advertisers get cold feet after the first month or so of advertising. They see money going out very fast, with business coming in very slowly, and if there is any chance to cut loose they will do so, whereas if they put their backs to the wall and stick it out they will probably come out all right. The weak point in this line of reasoning is that no contract can make an advertiser spend money unless he wants to (with the exception of space in non-cancellable special positions and color pages). The rigid contract could not make the manufacturer advertise; it could only prevent his spending money with another advertising agent.

And after all, is it to the agent's advantage to hold a dissatisfied advertiser through legal means? There are many good reasons why agents and clients sometimes cannot agree, and it would seem good business for the agent to release the advertiser and let him go with an agent with whom he can get along

amicably. The agent's best stock in trade is his good will.

I believe in easy and quick divorces between agents and their clients. The client who wants to protect himself will insist upon an agreement that is made for as long as it shall be satisfactory to both sides. As one agent puts it, "We have no desire to hold an unwilling customer, for we realize that the agency relation is a reciprocal one and the teamwork which produces the greatest results can only be achieved by mutual confidence, mutual respect, and mutual work."

What shall be the agency compensation? I have referred to one form, the payment of service fees that are to be rebated through crediting earned commissions. The commission arrangement is a frequent bone of contention, and this is not surprising because in effect it makes the agent a representative of the publisher rather than of the advertiser. The system is very similar to the way in which the architect earns his fees. When we build a house we want to get an architect that has a reputation for scrupulous honesty as well as practical and artistic ability, because we feel that since his fee is based on the amount we spend, he will be tempted to tack on extras.

The same thing applies to the system of agency commissions. Some agents undoubtedly look more to the immediate commission than to holding the client year after year, but I'll venture to say that most of the well-known agents figure that their prosperity is going to come from continued relations with their advertisers, and this means that they must produce results, and at a cost that the client considers reasonable. The amount of service that an agent gives enters into the consideration. A large advertiser with a capable advertising manager and department of his own may use the agent only to place orders and pay bills. He feels that the customary 15% is too much, and perhaps it is for him. The point that we must not lose sight of is that occasionally some of us may suffer individually on account of laws or practices that are for the general good. People with no children have to pay through taxation for the education of their neighbors' children, yet who would argue that this law should be changed?

The average agent is in much the same position as the storekeeper who has many goods on his shelves, some slow sellers, others having a quick turnover, some in which he has a big investment, others the five and ten sellers. He sells some at a big gross profit, others with a slim margin—to the end that he has a reasonable net left over at the end of the year.

The point is that advertising agents perform a necessary economic function, and they must be able to make a sufficient profit to stay in business. Careful estimates show that the average net earned by successful agencies is from 2 to 4 per cent of the gross volume of business placed. If some bright mind can advance a method of compensation that is both theoretically and practically superior to the commission system he will get votes from all concerned, including the agencies.

Some argue for a fee basis that applies to all the work that an agent may do for a client during a certain period, such as a year. It is possible that a practical way of working out the amount of this compensation may be developed for advertisers who want only mechanical things, and not merchandising counsel, from their agents. It certainly does not apply in the many instances where the agent supplies an idea or ideas that build the client's business from nothing up to millions of dollars a year. Another fundamental drawback to the straight fee plan is that advertisers so frequently change their minds about advertising, because of changed business conditions, etc. Under such circumstances let us assume that at the beginning of a year the agent and client got together, laid out a campaign and decided on a fee compensation for the agent's work. Along about March conditions changed—the client either expanded or contracted his advertising. In either event the fee would then be wrong. It is not unreasonable to suppose that the plans changed again in a few months. I say this because it is the history of so many campaigns that I have come in contact with.

In New York is a well-known doctor who subscribes to the Chinese theory that a doctor should be paid for keeping people well instead of getting them well once they become sick. To carry the theory into practice he decided a year or so ago not to render any more bills. The patient was supposed to send him a check for the sum equal to the benefit gained from the doctor's services. The result of this theoretically sound plan was that no one was able to determine the exact money value; they did not want to under-pay the doctor, nor did they want to cheat themselves.

So it is with advertising agency conditions. The present system has its weak points, but from a practical working standpoint nothing has been advanced that is as good.

In any arrangement with an advertising agency it is good insurance to both sides to have the "extras" set down in black and white, and clearly understood. We refer to art and mechanical materials such as typesetting, engraving, printing, etc. If the agency is expected to assist in the preparation of booklets, letters, etc., there should be a definite understanding, in advance, as to what the agency should charge for its work—whether they are to do it free, or for a fixed fee, or by adding a percentage to the mechanical costs.

The most important considerations to bear in mind in making an agreement are that the understanding is perfectly clear on both sides, and that no expense is to be incurred for the client except on the basis of an estimate approved by him in advance.

#### Next Month:

WORKING WITH AN AGENT  
TO GET MOST FROM YOUR  
ADVERTISING MONEY



# A line with two names and five distinct markets

**A** BIG GAME HUNTER in the Rockies wants a high power rifle that will down a grizzly in one shot. A 14-year-old boy in a small town in Ohio is asking his father for a single-shot .22. A farmer in Nebraska buys a shotgun for general farm use.

In this many-sided market lay the problem that faced the Savage Arms Corporation last January. As a consolidation of the Savage and Stevens organizations, their combined lines included almost every type of gun made—guns that appealed to no less than five distinct classes of buyers.

There was also the question of name. Under what name should the guns be sold? Savage? Stevens? Savage-Stevens?

It was finally decided that the advantages were in retaining the identity of each individual product together with the prestige it had gained in its own field. Five separate campaigns were therefore planned—to appear in five different groups of publications, along with a campaign on the combined lines to the trade.

The results, even in the brief period of four months since the campaigns were started, have more than justified this decision.

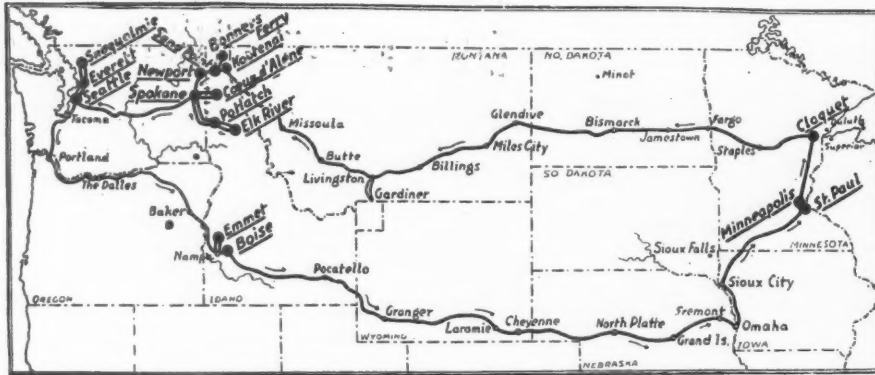


Perhaps you have had to face just this question of how to sell a line of diverse products. Whether your chief problem be this or some other in the field of marketing, selling and advertising, we shall be glad to discuss its solution with you and with the members of your organization.

## J. WALTER THOMPSON COMPANY

*Advertising*

NEW YORK • CHICAGO • BOSTON • CINCINNATI • CLEVELAND • LONDON



Route followed by the Weyerhaeuser salesmen in their swing through the great lumber camps of the West. A special train of six cars was required

## A Sales Convention 6,000 Miles Long

How the Weyerhaeuser Sales Company Made Its Salesmen Visualize the Quality of the Products They Were Selling

**S**UPPOSE your manufacturing facilities were scattered from the great lakes to the Pacific Coast, in twenty plants, all producing a different type of product, under varying conditions.

Suppose again that your sales force covered practically all parts of the country, and that it was necessary for them to know the product from Dan to Beersheba, backwards and forwards, from raw material to finished product.

Briefly that was the problem faced by the Weyerhaeuser Sales Company, the selling organization which markets the products of the Weyerhaeuser lumber mills scattered all over the north and western part of the country.

### "Mohammed Visits the Mountain"

While most of the Weyerhaeuser salesmen were "born and brought up" in the lumber and logging industry, they felt that any of these salesmen were not familiar enough with the various problems of the industry—that they were unconsciously overlooking valuable sales opportunities simply because they did not know enough about the endless variety of products they had for sale.

In an effort to successfully grapple with this problem, the Weyerhaeuser Sales Company decided that, inasmuch as it was "impossible to bring the mountain to Mohammed, they would visit the mountain itself"—in this case the mountain being twenty mills, located in nine states, requiring a journey of six thousand miles to visit them all and return to company headquarters at St. Paul.

On the 28th of June a special train of six cars left St. Paul on the six thousand mile journey to visit the various plants whose products the occupants of that train were charged with selling.

The salesmen had many things to learn, much to find out, and a lot to see, for the lumbering business of today is a

highly scientific, vastly complicated, industry. On their first trip they learned how waste is rapidly being eliminated in this industry—how one mill at Cloquet is being erected to make use of the bark from the timber that is being made into pulp. The bark will be converted into a product known as Balsam Wool, and will be used for insulating houses.

They also had an opportunity to see how seventy million toothpicks are made every day out of the material that was formerly burned. This material is now salvaged from the conveyors that carry the "slabs" to the fire. The box factory uses twenty million feet of lumber annually, and more than one-third of it is rescued from the conveyors which are carrying the "scraps" to the furnace.

If the box factory cannot use some of the "scraps" that are recovered, they are passed on to the toothpick plant to be used for toothpicks, throat swabs, tongue depressors, or clothes pins.

We mention the above because it gives an idea of what the salesmen had to learn at each mill—what they could find to go back and tell their customers, so that they might be able to substantiate their claims that Weyerhaeuser products are made under the improved modern and economical methods.

### Mill Inspection as Sales Education

The trip of these salesmen was made solely for the purpose of education and no time was wasted. The men were organized in squads, each squad being under a leader. Upon arrival at each mill, they were assigned guides to show them through the mill and explain the various operations. It was indeed an education in lumbering to make the trip, and many salesmen claim that the trip gave them a new vision of opportunities.

One salesman said that he never understood what was meant by kiln-drying until one of the mill superintendents

explained it to him by demonstrating the difference between a properly dried piece of wood and one that had been dried too quickly.

Another salesman said that he had seen certain grades of timber listed for years but had never sold a stick of it, but, since seeing it made, he knew of several large outlets for it right in his own territory.

A complete printing plant was carried in the baggage car, and every night a special edition of the "Salesmen's Log" was printed, which carried the news of the previous day's activities and told what to expect the next day. This edition was delivered each morning just as a daily newspaper. In addition to this daily paper other material was printed.

Prior to the trip, a descriptive booklet of each mill, with a wonderful lot of forest and mill scenes, was printed, so that every salesman would have an opportunity to learn of the history and activity of every mill visited. Some of these booklets contain pictures of scenery that would do credit to a "See America First" booklet.

The trip lasted from June 28 until July 20, started at St. Paul, extended west to Portland and Seattle, and back to St. Paul. The special train, however, was abandoned at Omaha, where the various salesmen departed for their home territories.

As far as we know, this is perhaps the most ambitious scheme ever attempted in the interest of educating salesmen, and we feel that it is one that will react to the good of the entire lumber industry, for the salesmen not only had the opportunity of seeing lumber and wood products being manufactured under all sorts of conditions, but they were offered three weeks in which to mix and associate with the leaders of the industry and learn the problems of the business from a selling, manufacturing, financial and executive standpoint.

## Eylar Heads Office Appliance Association

M. S. Eylar, vice-president of the Elliott-Fisher Company was elected president of the National Association of Office Appliance Manufacturers at its annual convention held September 14th at Atlantic City. The subject of sales quotas, based on correct territorial data, was warmly discussed. A co-operative nation-wide analysis is now being made by the office appliance industry to determine possible business in each county. The advisability of maintaining separate sales forces to sell different products was thrashed out. It seemed to be the consensus of the meeting that, when the product was dissimilar, better results could be obtained by separating the sales effort, as the average high pressure specialty salesman can only think and enthruse over one thing at a time. Other officers elected were: Vice-president, W. C. Dunlap, vice-president, American Multigraph Sales Co.; Secretary-treasurer, G. E. Hancock, assistant sales manager, Remington Typewriter Co.





# What the Railroads Are Buying

With a Few Suggestions That May Help You To  
Get a Share of the Orders They Will Place This Fall

*By Eugene Whitmore*

**B**RADSTREET'S report for the latter part of September states that the railroads are buying supplies freely, a statement which will interest practically every sales manager, because few concerns manufacture any product that is not in some manner used by the railroads in their various and far-flung activities.

The matter of selling to the railroads, while a more or less complicated matter to start, is not the mysterious procedure that some sales managers seem to think it is. Railroad purchasing departments are highly organized, and are operated on a very efficient basis. In other words, they know what they want, and about what it is worth; they operate on the idea that it is better to concentrate purchases as far as possible, and to buy from as few concerns as is practicable; for this reason a railroad account is a permanent one as long as the product, delivery and price is reasonably satisfactory.

## Rigid Economy Depletes Supplies

Every one who travels very much knows that for the past four years the railroads have added very little rolling stock or motive power; this policy of rigid economy has penetrated to every department of the entire system, and hardly a line of any consequence has

been buying supplies freely until recently.

The past four years of economy have depleted stocks of supplies down to the lowest point remembered by many veteran railroad men, and it is generally predicted that an era of heavy buying on the railroads is upon us, and that no line of trade will not feel the impetus given by the large purchases now being made, or contemplated, by the great railroad organizations.

## Cultivate the Purchasing Department

On account of the authority of the purchasing departments in most railroad organizations, it is generally unwise to try and sell material, equipment or supplies to anyone connected with the railroad organizations without first conferring with the purchasing department. In many instances this department cannot place the order without first getting an opinion or a requisition from some other department, but even so there is no need of risking the antagonism of the men in the purchasing department.

Contract material—supplies such as cement, oils, greases, paints—are usually bought on specification. The purchase of these materials is usually in the hands of the purchasing department authorities. They are bought, subject to the approval of the Engineer of Tests, whose depart-

ment assistants test portions of every package or shipment before it is accepted—often before it leaves the source of supply.

Selling material of this kind is largely a matter of price and delivery, and the personality of your salesman often plays just as big a part in the sale as it would were he selling to a small organization. There is always a possibility of a change in the specifications, or even a possibility of the seller being able to influence a change of specifications by the right kind of missionary work with those who have to use the product. The purchasing department is, as a rule, not interested in changing specifications, but at the same time they should be cultivated, for a world of assistance can be secured from them in getting a hearing from the right official who has the power to authorize the change in specifications.

## "Railroading" an Order Through

Many a fine piece of business has been lost because some manufacturer listened to some salesman who claimed to be a personal friend of the superintendent of this or that department, and who felt sure that he could "railroad" an order through. Without a doubt there are times when this can be done, but, as a general rule, the man who attempts to get into the railroad purchasing office through

the side door will find that the longest way round is often the shortest way to the order.

One of the large railroads was putting on a safety campaign. An enterprising salesman heard about the campaign and went to the safety director and sold him on the idea of giving all the men connected with the operation of the railroad a little badge to be worn that week.

The safety director sent the salesman to the purchasing agent with a memorandum requesting the buyer to give this salesman an order for 60,000 badges, at such and such a price. The purchasing agent looked at the sketch and failed to see the union label. He asked the salesman if his house could use the label. The salesman admitted that they could not. The salesman was advised to come back the next day.

The purchasing agent got the safety director on the phone and advised him that he was doing the buying and that he would give the order to a house that could furnish the union label.

"But the salesman is entitled to the order, because he originated the idea and I have authority from the vice-president to use those badges," said the safety director.

"But the men will not wear them if they don't see the label, and some union crank is sure to ask about it; I'll give the order to the firm that can furnish the label."

The purchasing agent got in touch with several firms, and by the time the first salesman returned the next day one of his competitors had the order.

Sales managers should caution their men to avoid such unfortunate experiences as this one. Had the first salesman called at the office of the purchasing agent and made friends with him he probably could have secured the order. His house could have had a small part of the badges made in a union label plant and thus overcome the objection. But the purchasing agent felt none too kindly towards a salesman who brought him an order from the safety director, and then stood there waiting for it as if the purchasing agent was a mere clerk engaged to do the physical work of writing up the order.

This happens all too often. As in all large organizations, railroad executives are jealous of their authority. Once let the purchasing agent get the idea that you are going over his head, or questioning his authority, and you have placed a stone in your own path that will prove very obstinate when you start to remove it. Better spend a little time securing the co-operation of the man in the purchasing department who will eventually place the order.

Many men with patented devices have

made this mistake because they felt that once the operating official was sold the purchasing department would prove easy. In the case of a patented article, which has certain exclusive features, the salesman is forced to deal with divided authority. The purchasing agent cannot give him an order and neither can the operating executive responsible for the use of the product. The proper procedure is to get in touch with the purchasing agent, and, if possible, get him interested, and then he will tell you who to approach in the operating department.

It is true that in some roads the purchasing agent is simply the official trader

it on their requisitions, if your product has features which appeal to them. There is no question but that many of the products and devices now used on railroads were originally turned down by the purchasing agents, simply because it is their usual tactics to say that they have been running the railroads a long time without the device or product and that they guess they will manage to continue to run it as usual.

This attitude on the part of the purchasing agent is perhaps only natural because he is there to buy as little as possible at the lowest possible price consistent with service. For that reason no organization who expects to build up a big railroad business can hope to deal exclusively with the men who are employed in the purchasing department. You must be ready to meet and convince the men who are responsible for the operation or use of your product.

As stated at the beginning of this article, the railroads have been pursuing a penurious policy of late years. This has been forced upon them by reason of the fact that their earnings have been cut down by high operating costs, and labor troubles, but the end of that policy is in sight, because earnings are better, and many roads are in a healthy condition, and all are stripped of surplus material of every kind. Their stocks must be replenished on a large scale.

Proof of this is to be found in the condition of the largest companies whose products are used almost exclusively by the railroads. Take the American Car and Foundry Company whose stock fell as low as 115 in 1921, but has recently recovered until it is quoted now at 191. The same is true of many other equipment companies. Railway Steel Spring is now selling at

119, whereas its low mark in 1921 was 67. Baldwin Locomotive, which is now quoted at 136, touched a low mark of 62 last year. American Locomotive is selling at 126 as compared with 62 last year.

In April 1921, "Sales Management" published an article predicting a vast increase in railroad purchases; this article stated that a survey of railroad needs for the next three years showed that at least \$6,000,000,000 would be spent in new investments, required to bring the railroads abreast of the needs of American commerce. That this estimate was conservative has since been proved by purchases, and development of various large and small projects.

Any sales manager whose plant is not working to capacity, and who is equipped to serve the railroads, can well afford to make an investigation of this vast market—he will find many sources of reliable information about selling the railroads.

## Where the Railroad Dollar Goes

|   | Wages<br>Cents | Material<br>Cents | Total<br>Cents |
|---|----------------|-------------------|----------------|
| Maintenance of tracks, roadbed, buildings, bridges and other structures (wages, 54.7%; material, 45.3%).....                  | 8.56           | 7.09              | 15.65          |
| Maintenance of locomotives, freight and passenger cars and other equipment (wages, 62.67%; material, 37.33%).....             | 11.87          | 7.07              | 18.94          |
| Train, station and switching operations, and other transportation service (wages, 92.96%; material, 7.04%).....               | 24.81          | 1.88              | 26.69          |
| Traffic agencies, compilation and issuance of tariffs, miscellaneous traffic expenses (wages, 73.44%; material, 26.56%) ..... | 0.94           | 0.34              | 1.28           |
| Hotel, restaurant, dining and buffet service (wages, 48.39%; material, 51.61%) .....  | 0.30           | 0.32              | 0.62           |
| Fuel .....  |                |                   | 7.50           |
| Salaries of clerks and other general office employees .....   |                |                   | 1.48           |
| Legal expenses .....  |                |                   | 0.18           |
| Pension department expenses .....   |                |                   | 0.16           |
| Salaries of general officers .....  |                |                   | 0.19           |
| Valuation expenses .....  |                |                   | 0.15           |
| Miscellaneous general expenses .....  |                |                   | 0.37           |
| Depreciation and retirement of equipment .....  |                |                   | 3.90           |
| Loss, damage and casualties.....  |                |                   | 1.97           |
| Rent of equipment, leased lines, joint facilities and miscellaneous rents .....   |                |                   | 2.45           |
| Interest on bonds and other interest charges .....  |                |                   | 6.85           |
| Dividends on capital stock .....  |                |                   | 4.48           |
| Taxes .....   |                |                   | 5.54           |
| Balance available for enlarging and improving the property .....  |                |                   | 1.60           |
|   |                |                   | 100.00         |

for a gigantic organization, a man who deals solely in prices, discounts, shipping dates, and terms. But, unless the seller knows the policies of the road he is approaching, he had better make his first overtures to the purchasing agent.

When an unusual request is received for an article not in stock, in any of the railroad storehouses, the request is passed on to the purchasing agent. If the explanation is satisfactory, he will in all likelihood place the order, but, if the explanation is not satisfactory, he will send it back to the point of origin with request for further information as to why the special item is needed.

If a purchasing agent refuses to consider your product, it does not necessarily mean that your chances for selling the road are hopeless. You can start a campaign of education aimed at every person who uses your product and eventually some of them will begin to request



## These "Silent Salesmen" Are Moving Goods Across the Dealer's Counter

Here is a group of "Silent Salesmen" which we have made for customers who appreciate the selling value of properly packaged products. Look them over. Note what a wide variety of products they include.

They have the eye-appealing quality; the distinctiveness of design and color; the purchase-inviting appeal that says—"Buy Me!"

We want an opportunity to discuss package problems with makers who desire uniformly good results in package and label printing at prices which our unusual production facilities and strategic delivery points enable us to give you.

Drop us a postal—we've some unusual evidence to submit for your consideration. *Do it now!*

**THE UNITED STATES PRINTING & LITHOGRAPH CO.**

*Color Printing Headquarters*

Cincinnati      Brooklyn      Baltimore  
15 Beech Street    95 N. Third St.    20 Covington St.

SALES MANAGEMENT FOR OCTOBER, 1922

# More Calls Per Salesman

By F. S. Beveridge

Vice-President and Director of Sales, Fuller Brush Co., Hartford, Conn.

*A sales organization, no matter how large or how small, is no more effective than the number of calls it makes. Of course, the calls must be productive; but productive or not, if the salesmen do not make the calls, the business will not be forthcoming. In the Fuller organization of 2,000 house-to-house salesmen, great importance is attached to making calls and making them count.*

**S**ALESMEN are pretty much the same the world over. Left to their own devices they will do just about so much work. They will make just so many calls, and no more. On the other hand, by supervising these men more closely, they will make a far greater number of calls, thereby making more money for themselves and for the house.

We have always been strong believers in helpful supervision. We have built up our business that way. We don't believe in dogging a man, or in riding him with spurs, but we do believe in doing everything we can to show him how to get more business, and helping him to get it.

In the first place, each Fuller salesman carries with him a specially prepared "Territory Record Card." This contains the names of each one of his customers and their addresses. Along side of each are columns showing how many to whom he sold; the amount of each sale; the number of demonstrations made that day; the number of homes in which he was not able to demonstrate; and the number of customers who were not at home.

## Records of Salesmen's Calls

At the end of the day the salesman can check up and find his own weaknesses. For instance, if he calls on twenty-five customers and sells but ten, he knows there is something wrong with the demonstration or the manner in which the sale was conducted. If he sells almost every customer, but his sales are below the average, he knows that he must concentrate on larger sales per order.

From his Temporary Record Card, he also makes out his "Daily Report Card." This furnishes the branch manager significant data for the branch office records.

The Territory Record Card is to help the salesman to correct his faults. The Daily Report Card is for the use of the branch manager to watch the salesman's progress and assist him in overcoming his faults.

When the Daily Report Card reaches the branch office, the stenographer copies the data into a "Daily Report Book." This gives a permanent record of the efforts of each salesman over a period of a month.

Each sheet represents one month. The branch manager can very easily offer suggestions where the salesman is weak, and also can later check up on the salesman, to see how he is improving.

We have established a number of warehouses at convenient locations

throughout the country, for the benefit of our salesmen. As the salesman's orders are filled, duplicate copies are sent to the branch manager. These figures are copied in the Daily Report Book. The branch manager can then check the sales as reported by the salesman, against the actual sales reported by the warehouse, and determine whether his men are over-reported. The column headed "Veg." on the Daily Report Sheet shows the number of gift brushes which the salesman gives away and should correspond exactly with the number of demonstrations he makes. If it does not, the salesman is not giving the service the company requires, and steps are taken to correct this. Likewise, the column headed "Prem." shows the number of premium brushes which the salesman gives away, and should correspond exactly to the number of sets he reports sold.

## Sales Results at a Glance

The stenographer, in keeping this book, is required to use black ink, unless the figures are below a certain standard when red ink is used. This shows at a glance the weakest men and their weak points.

Suppose a salesman needs to be corrected in certain things, as shown by the red figures. The branch manager, instead of taking it up directly with the salesman, shows the facts to the assistant branch manager in the same territory. He brings it to the salesman's attention. Each office has one or two assistant branch managers. Under each assistant are eight or ten salesmen. We have found that one man cannot effectively handle more than that number of representatives. The duty of the assistant managers is to stimulate and build up the morale of the organization.

Each salesman, as well as assistant manager, is given a certain territory, which is inviolate and which we know from experience will last a man a certain length of time. Every week sales meetings are held by the assistant managers to give their men further training and inspire them to do better work. We do not work in crews, as each man has a permanent piece of territory.

Each week, from the branch manager and from the assistant manager, a letter is sent to every salesman. Likewise, each week letters of congratulations are sent from the home office sales executives to the district and branch managers. This shows the personal interest taken in each man. Bulletins are alright, but are not personal enough in most cases, so we use direct letters.

We have still another means of getting our salesmen to co-operate with us. This is through contests; both local (such as those held within a branch or district office themselves), and national, when the whole country is working toward a common goal.

During the month of October we shall run our ninth national anniversary contest. In order to keep up the salesman's interest throughout the whole month, we are capitalizing on the radio craze, which is so popular at present. Letterheads of special design, and radio cartoons, picturing graphically the standing of each district, are mailed, special delivery, each week. Such contests, we find, increase the salesman's loyalty to a remarkable measure, as well as maintain a happy disposition on his part. This is due to the sporting instinct which is aroused.

## Conventions Preserve Sales Unity

As to myself, I do not spend as much time on the road as formerly. Such work I now leave to the district and branch managers, and find them quite capable of handling it. My time is largely spent at the home office, making preparation for conventions and administrative matters. Conventions are usually held in the Spring in each district, at which time the branch managers and assistant managers attend and I try to visit the majority of these.

In the fall, a district managers' convention is held at the home office, when all district managers are brought in. Such a convention is in progress this week. The first of the year we hold an international convention, when all branch and district managers are brought to the home office. At this convention a week of solid training and instruction is put over and many outside speakers are brought in to give inspirational talks.

An American religious society is organizing colonies in Mexico and over one thousand members have already arrived in Chihuahua where they plan to establish themselves. Fifteen thousand more colonists are expected to reach this district within the next few months, and as their activities will be mainly agricultural, this should open up a field for the disposal of American agricultural implements and machinery.

"The information contained in your bulletins are certainly helpful, and we believe a great deal of benefit can be derived from them. We like them very much." Steiner & Son, Asbury Park, N. J.



# The Letter That Didn't Pull

By Maxwell Droke

Author: "Making a Success of Salesmanship"

*For every letter that pulls there are a hundred that do not. Sometimes it is the fault of the list, sometimes the fault of the plan but in a great many instances the letter itself is to blame. But whatever the cause may be for the failure, it is important that we find out. Because in the writing of sales letters success is invariably built on failures.*

**I** SENT out five thousand of 'em—five thousand, mind you—under two-cent postage. And I only got eighteen straggling replies, out of the lot; not enough to pay for the white paper the letters were printed on. Tell me what's the matter!"

Not every executive is as candid as the man quoted above. If they were, we'd hear a deafening chant of woe. Fearlessly facing the facts, we must admit that, as a sales instrument, the letter is failing, and failing miserably, in thousands of instances.

This year business houses, large and small, have spent tens of thousands of dollars in vain attempts to make sales letters sell. Little is heard of these expenditures. The subject is diplomatically dodged by everybody in the organization. No one cares to talk about the untimely fate of "The Letter That Didn't Pull."

## Dead Men Read No Letters

Why don't sales letters sell?

We are assuming, to be sure, that the mailing list represents undoubted potential prospects, and that it is accurate and up-to-date. The first chapter of the Sales Primer teaches us that dead men buy no soap, or socks, or mining stocks, regardless of how persuasive our filled-in, processed letter may be. We are assuming likewise, that the product has been proved saleable; that it is something people really want and need, and that it is offered at a consistent price.

Granting all of this, then, why don't sales letters sell? Why is it possible for our friend, the man whose sad experience formed the opening paragraph of this article, to send out five thousand letters and receive only eighteen replies?

The plain truth, rubbed down with rough sand-paper, and ready for the varnish, is that there are too many people writing "sales" letters who have forgotten, or never learned, that the sole mission of a sales letter is to sell merchandise; that before merchandise can be sold a desire for possession must be created in the mind of the reader; and that in order to create this desire, we must dwell either upon the product itself, or the service the product renders.

The practice of the day seems to be toward the creation of lilted literature. We find letter writers turning desperately to anecdotes of Napoleon and Lincoln; quotations from Emerson; the poems of Edgar A. Guest; the jumbled jargon of "Main Street," anything—anything at all—to keep the reader from suspecting that the writer has a sordid something to sell.

Take the case of John K. Jones. Mr. Jones has spent a lot of time and money in perfecting a machine to stamp and seal envelopes. Now he wants to write a letter that will sell the contrivance to office managers of big business houses. It is a really worthy product. Saves no end of time and labor. But does Mr. Jones come right out like a little man

## Can You Solve the Problem on Page 2?

**H**OW are you at solving the other fellow's problems as well as your own? If you are resourceful in such matters you can make \$50 or more by submitting the best solution to the problem. There were many answers to the problem in the September issue. Only one won the prize but every one who attempted to work out a solution had a lot of fun doing it. You can never tell how good you really are until you try. The prize is awarded by the subscriber, but is guaranteed by the publishers of "Sales Management."

and say so? Certainly not. That would be far too crude. He must get up something original. Something that will hit 'em right between the eyes!

## Sells James J. Hill with Letter Sealer

Introducing Mr. Jones, and his letter:  
Dear Sir:

It is said that when James J. Hill, the great railroad magnate, received word that one of his great railway lines had been completed, he leaned back in his great, luxurious office chair, and lighting one of his great black cigars, for which he was famous, puffed contentedly. "Ah, that is great!" he declared after a time. "A great piece of work has been completed!"

And, strangely enough, those are the very words of John K. Jones, inventor of the Matchless Envelope Sealer when, at last he finished the working model of his great invention. . . .

Interesting, I grant you. Even fascinating, perhaps. But the only drawback is that we are not selling the Life of James J. Hill, in three volumes, fully illustrated. We are not selling Mr. Hill's

great, luxurious office chair, or Mr. Hill's great black cigars. We are not even selling John K. Jones, the modest and retiring inventor of the Matchless Envelope Sealer. We are selling a homely little combination of wood and steel, that seals and stamps envelopes, and does the work more easily, quickly, and economically, than it can be done by hand.

Put yourself in the position of an office manager with a big stack of morning mail on your desk. Which letter would appeal most forcibly to you—Mr. Jones's rambling Appreciation of Me, by Myself, or a straight-to-the-point letter, beginning something like this:

Dear Sir:

If you have an average of 300 letters a day to stamp and seal, a new method now makes it possible for you to save fully 28% of the time and money expended in this work.

No matter what method you are now using, or how efficient you believe it to be, we can show you in a few minutes, in your office, on your work, exactly how you can make this liberal saving. Are you interested? . . .

## Good Selling Letter Written in 1886

It was my privilege, not long ago, to read a sales letter written back in 1886, by a man who had never taken a correspondence course in the art, and who had never heard of the "four steps" to the creation of a successful sales letter (see most any rule book on letter writing). This man was a New England fisherman, who marketed his product by mail to customers in inland cities. He wrote his sales letters at night, by the light of a kerosene lamp, after a hard day's work. Usually he was so tired that he couldn't think of anything "interesting" or "clever" to say. So he just sat down and told the facts about his fish. Perhaps that is why the Frank E. Davis Fish Company is today the world's largest mail-order fish house.

This is the letter Mr. Davis wrote 36 years ago; and, by chance, tucked away in an old scrap book:

I wish to call your attention to the Davis "Star Brand" of choice, selected fat Mackerel.

I should be pleased to deliver a package to your address (express charges prepaid by me.)

All grades are of the same quality—the very best the Gloucester market affords—differing only in size. They are prepared for cooking, and deliciously fresh.

You will find a 20 lb. pail of either No. 1 or No. 1 Extra a desirable size.

Hoping to receive your order, etc.

You may criticize that letter as much as you like. And it must be admitted that it falls far short of our correspondence-school standards, in a great many respects. But the point is that it *sold fish*—so many fish that Davis was soon forced to enlarge his business, and move to more commodious quarters. Without bothering with a lot of rules and regulations, Frank Davis wrote sales letters that really sold. These letters made good because they told people *the things they wanted to know* about the merchandise that Davis had for sale.

You ask why sales letters don't *sell* today. The answer is obvious. In our mad whirl for something new, something out-of-the-ordinary, something sensational—for sales letter material, we have under-estimated the value of "the simple truth, simply told." We may make men laugh, or weep, we may hold them spell-bound with the wonder of our "litera-

ture," but we cannot *sell* them, unless we substitute *facts* for froth.

Sales letters may fail. But the *sales* letter is not a failure. Remember that. It's worth was proved beyond question decades ago. The fault, if fault there be, lies not with the medium, but with the *method* of application. If you are going to *sell* you must *tell*! In the sale-letter field right now, we need fewer *writers* and more *tellers*.

"I might say in passing that from the first two sections of your 'Survey of Sales Management Practices' I have derived very valuable information, and consider these two sections have more than paid the price of the entire book."—Jos. B. Kowalewski, Secy., The Best Mfg. Co.

Millions of sales are lost annually because salesmen mistake excuses for real reasons for not buying.

## The Ten Best Books on Salesmanship

By Saunders Norvell

Chairman of the Board, McKesson & Robbins, New York

I WAS very much interested in Mr. Boomer's letter in the August issue of "Sales Management." If more hotels would put in business libraries as Mr. Boomer proposes to do in the McAlpin, it would be a very good thing for the salesman and for the hotel as well. The list of books I would select on Salesmanship are as follows:

"The Selling Process" by Norval A. Hawkins, "How to Sell Quality" by J. C. Aspley, "Salesmanship" by William Maxwell, "Field Tactics for Salesmen" by J. C. Aspley, "The Wealth of Nations" by Adam Smith, "Approach to Business Problems" by A. W. Shaw, "Modern Sales Management" by J. George Frederick, "Modern Sales Organization" by J. C. Aspley, "Sales Management Practices" by J. C. Aspley, "The Go-Getter" by Peter B. Kyne.

I have also read a number of good articles on selling and salesmanship by St. Elmo Lewis but I have forgotten their titles.

## Baseball Takes Hold in Old Mexico

Rumors to the effect that base ball was supplanting bull fighting as a sport in the hearts of the Mexicans were substantiated recently in a report to the Department of Commerce from American Consul James B. Stewart at Chihuahua.

"Last Sunday's game," the report said, "was witnessed by nearly 5,000 spectators, an attendance, seldom, if ever, registered at the local ring in the palmy days of bull-fighting." The consul says that the popularity of the American national pastime in the Chihuahua district has necessitated the enlargement of ball grounds constructed only last spring. "And even with the additional space," Consul Stewart asserts, "there is usually an overflow crowd of at least two thousand people."

"If it is true that trade and influence follow the flag," it is equally true, in the opinion of the reporting Consul, "that they follow the 'national sport,' and no better means can be found to tear down the barriers of national prejudices and advance American prestige and commerce in Mexico than by the encouragement of baseball, a sport the 'Americanism' of which is undisputed." "Happily in this respect," Stewart says, "the State Government is lending its active support to the advancement of the game. At the recent opening of a new park, the Governor of the State threw the first ball and an eighty-piece military band furnished the music for the occasion."

"Quite naturally," continues the report, "the development of baseball in this territory has far more than sentimental value. It means more business, not only in balls and bats and peanuts and popcorn, but in a very wide range of American goods."



## Three Helps

The Merchandising Department has three helps for you, yours to use in the cultivation of the Indianapolis Radius, a great, prosperous, profitable market. *Use them:*

- (1) Confidential surveys of the market for advertisers and agencies. This is comprehensive and valuable service to advertisers in this territory.
- (2) Route lists for salesmen. These are kept scrupulously up-to-date and correct.
- (3) For your salesmen portfolios of advertising scheduled on non-cancellable basis in The News. This is an invaluable aid in securing distribution after a campaign in scheduled in The News.

## The Indianapolis News

Chicago Office  
J. E. LUTZ  
The Tower Bldg.

FRANK T. CARROLL  
Advertising Manager

New York Office  
DAN A. CARROLL  
150 Nassau Street

USE NEWSPAPERS ON A THREE-YEAR BASIS





# Announcement

**T**HIS announces what has been already termed by many able business men "a monumental achievement in the commercial world."

Business has always wanted some reliable method—some sound plan—through which new salesmen could be developed and the production of individual salesmen bettered.

The primary requisites of such a training were that it be not only sound and practical, but of such a nature that every man would find in it material of direct bearing on and helpful application to his own individual problems.

I am glad to be able to announce that after twelve years in the building the LaSalle training course in Modern Salesmanship is now on the market.

It is winning the unqualified approval of seasoned sales executives—successful salesmen—and new men who are desirous of entering this field.

These individuals recognize in it the qualities of practicability and ease of understanding and use that have heretofore been largely obscured by theoretical discussion and individual opinions.

Twelve years is a long time to spend in building a business training service—particularly when you consider the wide and unusual resources of LaSalle from standpoints of executive, educational and financial facilities.

An ordinary sales course could have been produced in twelve months. Nationally known sales executives have repeatedly offered to prepare courses for us.

But LaSalle standards demanded something so essentially broad and sound and fundamental that the final product would not only win the unqualified o. k. of every important member of its executive and educational staff, but would command the immediate respect and approval of sales authorities in every line of industry.

It took years in time and a liberal expenditure of funds to build a training that we *knew* would live up to what we ourselves, the general public, and business executives expect of this institution.

To begin with, the tremendous existing mass of sales material—some of it excellent—much of it theoretical, individualistic and impractical—was carefully analyzed and examined. Then the real work started—the study of and with successful salesmen on the firing lines.

Modern Salesmanship has been built upon the basis of fundamental principles—and the practical application of these principles by seasoned and successful salesmen in every field. The work of thousands of producing salesmen has been analyzed, studied and applied in this course.

Failure, as well as success, has been considered. What not to do, as well as what to do, has been clearly outlined—made part of the training plan.

Every principle—every method of application—has been tested—tested in the hands of successful men in the field—in relation to every form of distribution of products and service.

For instance, the basics of the actual processes of selling were tested by actual use in the hands of hundreds of salesmen over a period of years.

The results of the use of these principles by salesmen—many already considered exceptional successes—were unusual and interesting.

Large increases in sales were made by men already highly productive—and new men made good. Sales formerly considered difficult were made relatively easy, by the use of the methods being tested.

This, not in one line, but in the hands of hundreds of salesmen—selling lines ranging from cornplasters to shoes and stoves as well as various forms of service.

In Modern Salesmanship, as the result of twelve years of original research and conscientious work in actual field tests, we offer a proved training of a character which fully measures up to the most rigid requirements from an actual result-producing standpoint.

The *right method* of transmitting information is as important as the correctness of the basic principles themselves.

So, Modern Salesmanship puts the student in the position of working right along with a seasoned sales trainer or coach of wide experience. Through the LaSalle Problem Method, it is made easy to apply—to put into actual sales practice—the methods being acquired. It is practical training every step of the way—involving work which is practically equivalent to spending several months on the road, selling widely variant products and service.

Together with this announcement of the advent of the course, I want to take the opportunity of acknowledging the broad minded and generous co-operation extended LaSalle, in its research with the executives of the large number of concerns nationally known for their aggressiveness in sales matters.

The attitude of business in general toward the spread of sales knowledge is indicative of the change in commercial affairs in the last decade.

Where "selling ideas" used to be considered as secret sources of private gain, the general feeling in business today is that the organization and dissemination of these "secrets" through authoritative business training channels, can result only in the common good.

As this announcement goes to press, reports are coming in from successful salesmen who are increasing their yield through this training—from new men who are entering this attractive field—and from seasoned sales executives who see in this work a sound method of bettering the production of their individual men.

The twelve years spent in building Modern Salesmanship is justified. *It is doing what it was built to do.*

*J. H. Hopkins*  
President  
LaSalle Extension University

The Catalog of Modern Salesmanship is now ready and will be forwarded to anyone writing for it.

**Modern Salesmanship**  
**LaSalle Extension University**  
*The Largest Business Training Institution in the World*  
**Chicago, Illinois**

# Underselling Your Foreign Competitor

By Ray M. Hudson

Division of Simplified Practice, Department of Commerce

*Nearly every far-seeing sales manager appreciates the value of foreign trade as a stabilizing influence. But not all of us realize that securing this foreign business begins at home. It is not entirely a matter of sending salesmen abroad. Before you can sell abroad you have to get your manufacturing costs down to a point where you can offer the foreign customer as much, or more, value for his money than he can secure elsewhere. This article suggests one way.*

A SWISS company bought a lot of insulators of American make, when it could have purchased these necessities of high-voltage transmission for a lower price from its German neighbors.

When asked the reason for this disregard of first cost, the answer came back quickly: "We know when we buy in the United States that we are getting mature standardized designs, whereas the German manufacturers change their designs so frequently that replacement orders of the original make are hard to get. The successful maintenance of our high-tension lines means we must be able to get the supplies we need when we want them." Ease of replacement is only one of the many advantages resulting from simplified practice in manufactured goods.

## Standardized Products for Foreigners

Standardized products offer another strong appeal to foreign buyers through the improved quality which comes with mass production. Our modern methods of production include a comprehensive inspection of the goods not only in the completed state but in the various stages of fabrication. The Japanese and the German methods of producing quantities of a certain article by farming out a large order among many household shops operated by individual craftsmen, of course, permit lower costs because these craftsmen have no overhead expenses to absorb, but the attendant lack of centralized inspection introduces quality variations of a serious nature. Consequently, buyers resort to "inspection-at-the-point-of-shipment" by their own representatives to protect them in their purchases. Thus a hidden cost comes to light and it may be great enough to absorb the savings that, at first glance, were forthcoming through the lower prices quoted.

But, as a problem in management engineering, the continual catering to the customers wishes presents some real difficulties. If the recognition of individual tastes, desires, and wishes is carried to the extreme, quantity production becomes impossible, and the uniformity in dimension, size, quality and cost resultant in producing large numbers of like units, disappears. Coincident with the departure of these features, so widely acclaimed as the secret of much of our success hitherto in meeting foreign competition, appears a long train of evils,

ills or economic upsets that make the conditions consequent on opening Pandora's box seem mild and tame by comparison. Witness them as they come trooping forth, frequent changes of "set-ups" in the shops; increasing variety and quantity of materials running rampant through the several stores from "raw" to "finished" state; increased varieties of equipment to handle the increased investments, and increased costs. Selling prices are advanced to cover these retrogressions in the science of manufacturing, and then the salesman has the added burden of convincing the customer the article is worth the higher price. All in all, it is a negative cycle growing increasingly worse the longer it is permitted to run.

## Grading the Product for Export

There are several avenues of approach to the equilibrium in which the customer attains the variety needed in any article to render him the satisfaction he seeks; and which affords the manufacturer that opportunity for economical production which brings uniform demand the year round, regularized output, steady employment, lowered costs, and increased profits. One of the most direct avenues is through the application of the principle of simplification. If a manufacturer carefully analyzes the relative rate of turnover in the several sizes, styles, or models of articles he is now making, he will find a certain group moving out to the trade at a fairly rapid rate, another group having a very slow rate of movement, and in between, another group which leaves the manufacturer doubtful as to which of the classes this third group really belongs. If he should decide to discard the slow-moving lines and concentrate on the fast-moving ones he would soon find certain economies appearing that would encourage him to simplify still further, until his costs on a specific article come down to the point where the manufacturer knows he can lay down his goods in any foreign land and meet the prices of the competing foreign manufacturers. This concentration of effort brings other selling arguments that may have even greater attraction for the consumer than merely low price. For example, quality is improved! Minor defects, over-looked when the article was produced in small quantities, or, if known, disregarded as being of minor significance, come to light, and assume, by virtue of the frequency of their appearance, such magnitude as re-

quires their elimination. Service obtainable from the article is improved at the same time, and by the same process. Coincidentally the convenience to the purchaser is greatly augmented, for due to the simultaneous high perfection of the process under which the product is made, there come, in the case of a machine, or other relatively complex assembly, not only a higher degree of interchangeability in the parts used, but also a smaller variety of parts to renew, or replace, through wear, use, or even neglect.

If we would have our foreign customers believe in the superior quality, the greater service, and the better value to be found in American goods, then our products must be made under the conditions, and by the methods, that induce those greater virtues. No salesman, however adroit, can add qualities which are not inherent, though he may succeed for the time being in hypnotizing the prospect into believing that he sees that which the salesman tells him is there. But as in all hypnotic trances, the victim awakens, and when he is again in the world of reality, and finds he has been deceived, misled, or "stung," his normal reaction is to shun his deceiver forever more.

## Selling Resistance Reduced

With the basic elements of quality, service and price thus insured, since they are built in the article, salesmen find selling resistance largely reduced, for people will buy when the price is right. Used articles will be discarded earlier and there will result an increased demand for new goods. There is a certain price below which it will not pay to retain old articles, but will be cheaper to buy new.

The real problem ahead of the American manufacturer is a consistent reduction in the cost of our manufactured products. Then foreign competition loses much of its present terrifying aspects, and business expands normally and naturally. Simplification offers a very practical solution to many of the present difficulties. Its application only requires broader understanding of its values to become of real worth. The Division of Simplified Practice of the United States Department of Commerce is now actively co-operating with several groups of manufacturers, distributors, and users of those commodities in which real study has shown marked benefits will accrue to all concerned through the elimination of many existing, but proven needless, varieties.



# THE SOUTH

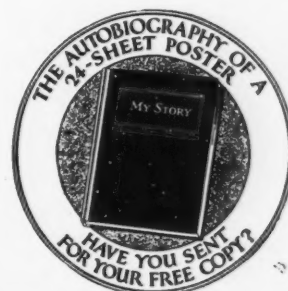
KEEP POSTED  
by  
NORDHEM

COST OF POSTING FOR ONE MONTH IN 25 PICKED CITIES OF THE SOUTH

| City               | Population in Thous. | Cost of Representative Showing | No. of Regular Panels | No. of Special Panels | Total No. of Panels | City                 | Population in Thous. | Cost of Representative Showing | No. of Regular Panels | No. of Special Panels | Total No. of Panels |
|--------------------|----------------------|--------------------------------|-----------------------|-----------------------|---------------------|----------------------|----------------------|--------------------------------|-----------------------|-----------------------|---------------------|
| Birmingham, Ala.   | 178                  | \$216.00                       | 30                    | —                     | 30                  | Muskogee, Okla.      | 30                   | 54.00                          | 9                     | —                     | 9                   |
| Mobile, Ala.       | 60                   | 160.80                         | 14                    | 2                     | 16                  | Oklahoma City, Okla. | 91                   | 175.20                         | 16                    | 2                     | 18                  |
| Phoenix, Ariz.     | 29                   | 64.80                          | 9                     | —                     | 9                   | Charleston, S. C.    | 68                   | 160.80                         | 14                    | 2                     | 16                  |
| Little Rock, Ark.  | 79                   | 165.20                         | 16                    | 2                     | 18                  | Columbia, S. C.      | 54                   | 136.40                         | 12                    | 2                     | 14                  |
| Jacksonville, Fla. | 100                  | 229.60                         | 18                    | 4                     | 22                  | Memphis, Tenn.       | 162                  | 278.40                         | 22                    | 4                     | 26                  |
| Tallahassee, Fla.  | 6                    | 21.60                          | 3                     | —                     | 3                   | Nashville, Tenn.     | 125                  | 229.60                         | 18                    | 4                     | 22                  |
| Atlanta, Ga.       | 200                  | 307.20                         | 26                    | 4                     | 30                  | Austin, Texas        | 45                   | 111.40                         | 12                    | 1                     | 13                  |
| Savannah, Ga.      | 101                  | 189.60                         | 18                    | 2                     | 20                  | Dallas, Texas        | 159                  | 328.00                         | 20                    | 5                     | 25                  |
| New Orleans, La.   | 387                  | 459.20                         | 36                    | 8                     | 44                  | Houston, Texas       | 112                  | 249.60                         | 18                    | 4                     | 22                  |
| Jackson, Miss.     | 24                   | 57.60                          | 8                     | —                     | 8                   | San Antonio, Texas   | 161                  | 278.40                         | 22                    | 4                     | 26                  |
| Albuquerque, N. M. | 15                   | 43.20                          | 6                     | —                     | 6                   | Los Angeles, Calif.  | 750                  | 1,125.00                       | 28                    | 28                    | 56                  |
| Santa Fe, N. M.    | 7                    | 21.60                          | 3                     | —                     | 3                   | San Diego, Calif.    | 100                  | 210.00                         | 12                    | 4                     | 16                  |
| Charlotte, N. C.   | 47                   | 136.40                         | 12                    | 2                     | 14                  |                      |                      |                                |                       |                       |                     |

## M COMPANY

in the United States and Canada  
New York City Pittsburgh



# Check-Up Plan for Branch Managers

When Interest in Branch Sales Conferences Began to Wane  
This Contributor's Concern Found a Way to Put Life Into Them

By George P. Richardson

**W**E had been trying for some time to get our salesmen in each Branch Office to hold conferences at regular intervals.

While these men appreciated the value of an interchange of selling ideas, and the value of having a definite time for these round-table discussions, we found difficulty in getting them to meet regularly over an extended period.

At the outset of each series of meetings, all offices would start enthusiastically, but, with each successive meeting, interest appeared to wane, and before long many of the offices were not holding meetings at all.

In analyzing the situation, we discovered the big reason why these meetings did not go across. That was the lack of a definite program for each meeting. Most of our Branch Managers, in whose complete charge we had placed the direction of these meetings, were so busy going after large contracts and assisting their salesmen in their efforts to get business, that invariably no program was mapped out in advance of the meeting. Consequently the discussions

lacked *liveness* and *punch*, and, in plain language, most of them "fell flat."

From our standpoint, these periodical meetings of our sales force were regarded as of such importance that we determined that they should be held regularly. The plan which we finally adopted has proven very successful.

One week before the date of each meeting we mailed from the home office a definite program for each meeting.

This, we believe, was the biggest factor in the success of the whole campaign. It gave the branch manager a definite outline of points to discuss so that he could direct a lively discussion on points of vital interest. It saved his time in preparing for each meeting, and, from the home office standpoint, there was a decided advantage in having all of our offices discuss topics which we felt were the most important.

The outline below will give you some idea of the nature of the material which we included in some of the programs:

*List of orders secured.* Comparison with previous results; individual record of salesmen.

*Record of sales by towns.* Here we gave the Branch Manager a definite record of the amount of business secured and lost for each town in the territory and an analysis to determine which towns were not producing as they should. The Branch Manager then had a great deal of specific information on which to base a discussion on the possibilities for business in each town.

*Competitors activities.* Figures showing the amount of business lost to each competitor and comparison with the amount lost in similar periods in other years. Discussion on reasons for lost business.

*Exchange of ideas* on possibilities for closing certain attractive prospects. It was often found that valuable assistance could be given by some salesman other than the one handling the job.

*Sales by lines of business.* Analysis of industries that appeared to present the best possibilities for sales.

Every Branch Manager was required to submit a written resume of the points

## Check Yourself by These Questions. They Will Help You Plan Your Work

| 1<br>Organization  | 2<br>Method of Work  | 3<br>Details of Selling  | 4<br>Advertising   |
|--|--|--|--|
| <p>1. Do I maintain an organization large enough to cover my territory properly?</p> <p>2. Do I allow a certain definite territory to each of my salesmen?</p> <p>3. Does my organization carry too much unproductive expense?</p> <p>4. Do I make proper effort to hire and train men?</p> <p>5. Do I hold conventions to improve the efficiency of my organization?</p> <p>6. Do I work with my salesmen and observe their methods?</p> <p>7. Do I study their weak points and give them suggestions for improvement?</p> <p>8. Do I place certain responsibility on each man in my organization?</p> <p>9. Do I know where my salesmen are working each day and what they are doing?</p> <p>10. Do I analyze my salesmen's daily reports?</p> <p>11. Does each salesman understand that he is expected to produce a certain amount of business each month?</p> <p>12. Do I realize that the success of my organization, as well as the success of the <i>branch office</i>, is wholly a question of men who can hold up their end of the work?</p> <p>13. Do I have heart to heart talks with my men occasionally about their work?</p> <p>14. Do I praise my men when they make good records?</p> <p>15. Do I have hearty co-operation of all members of my organization at all times?</p> <p>16. Do I do all in my power to encourage my organization to sell Standard <i>oil</i>?</p> <p>17. Do I set the pace for my salesmen?</p> <p>18. Do I impress upon my men the importance of always making a good personal appearance?</p> <p>19. Do my men realize the importance of cultivating good habits and taking the best care of their health?</p> | <p>1. Do I plan my work systematically?</p> <p>2. Am I thinking ahead of my job?</p> <p>3. Do I divide my time correctly between office work and outside work?</p> <p>4. Do I know all of the largest architects, contractors, engineers and builders in my territory?</p> <p>5. Have I called upon a goodly proportion of the large industries in my territory during the year?</p> <p>6. Have I called upon past installations and do I impress upon my salesmen the value of this work to show interest in producing a satisfactory job?</p> <p>7. Have I made special effort to bring into the fold at least four "hard nuts" during the year?</p> <p>8. Have I developed all parts of my territory?</p> <p>9. Do my salesmen make every city of 15,000 in my territory at least once a month?</p> <p>10. Do I check all outstanding estimates each day?</p> <p>11. Do I give salesmen the benefit of my advice on their outstanding estimates?</p> <p>12. How carefully in my organization following prospects to convert them into estimates?</p> <p>13. Am I giving enough thought to keeping good customers sold?</p> <p>14. Do I have a weekly conference with the <i>men</i>, so that I have a real line-up on all jobs in my territory?</p> <p>15. Am I giving tips on future work to architects and contractors?</p> <p>16. Am I taking advantage of the sales promotion work done at the Home Office, by having special letters, literature, etc., sent to concerns that are going to build?</p> <p>17. Do my men answer all correspondence promptly?</p> | <p>1. Does my organization call upon all prospects promptly after receiving reports from Detroit?</p> <p>2. Do my men promptly return information on prospects to Detroit so that campaigns may be started?</p> <p>3. Do my salesmen realize that more estimates mean more orders?</p> <p>4. Do I impress upon my salesmen the value of approaching a prospect in the positive frame of mind, as though it were "cut and dried" that <i>Standard</i> would be used?</p> <p>5. Do my salesmen know that 90% of our business is with customers who come back the second time?</p> <p>6. Do I know that teaching through the eye is the most powerful and lasting way of conveying a message?</p> <p>7. Do I make a demonstration <i>from sample</i> <i>to the five essential points</i> whenever possible?</p> <p>8. Do I know that knockers often prevent a sale?</p> <p>9. When a prospect writes or phones, does someone in my organization call quickly enough to indicate to the prospect that we want his business?</p> <p>10. When prospects ask numerous seemingly unreasonable questions, do my men always answer in a polite manner?</p> <p>11. Do my men co-operate with the home office on collection?</p> <p>12. Do my men realize that the most effective collection work is done the first month the customer is delinquent?</p> <p>13. Do my men keep in mind the importance of leaving the prospect's office before he is "oversold"?</p> <p>14. Do my salesmen cultivate the friendship of other salesmen in allied lines, for tips on new jobs?</p> <p>15. Do my salesmen render such service, that the prospect is glad to see them when they call?</p> <p>16. Do my men make sure that all details are complete before the order is sent to Detroit for manufacture?</p> <p>17. Do my salesmen realize the importance of studying all details on jobs lest so that similar difficulties will not occur on later jobs?</p> <p>18. Do my men realize the importance of being optimistic, also the danger of being too optimistic?</p> | <p>1. Do we appreciate what the Company is doing in advertising to pave the way for more business?</p> <p>2. Do I study carefully all literature, copies of advertisements, etc., sent me by the Home Office?</p> <p>3. Do I have advertising matter on display in my office, so that it immediately attracts attention?</p> <p>4. Do my men carry a supply of carefully selected literature when making calls?</p> <p>5. Do my men use advertising literature to advantage, in helping them sell interested prospects?</p> <p>6. Have I planned systematic work with architects, contractors and industrialists, sufficiently in advance so that the Advertising Department can be advised and an intensive campaign inaugurated in each part of my territory previous to sale effort?</p> <p>7. Do my men use appropriate literature to follow up their personal calls?</p> <p>8. Do I explain how to use our catalogue in the most efficient way when leaving it or mailing it to a prospect?</p> <p>9. Do I realize that a satisfied customer is our best advertisement?</p> <p>10. Do I keep a record of my best installations by types of buildings to refer to prospects?</p> <p>11. Does my organization take every opportunity to impress upon prospects the prestige of our company and the quality of our product?</p> <p>12. Do I make suggestions to the Advertising Department at Detroit, that will help make our advertising more effective?</p> <p>13. When I discover an error in a piece of literature do I notify the Home Office promptly so that a similar error will not occur?</p> <p>14. Do I study our competitors' advertising as carefully as I do our own?</p> <p>15. Do I know that a good time to send literature is when making a collection letter?</p> |



discussed and suggestions adopted at each meeting and summaries of the good ideas were mailed to all offices.

It is true that much of the information could have been secured by the branch office itself from its own records, but we found that, until we actually compiled it and sent it on, the branch manager did not get the material to put pep into his conferences.

Occasionally, to get variety, we introduced a program dealing with "inspirational" material similar to that outlined in the bulletin reproduced here.

Ever since we have been making up the program for each branch manager the meetings have gone across in great style and we would recommend this plan to any manufacturer who desires to have his salesmen hold conferences regularly.

### The New Dubiske Conference Plan

One of the objections often voiced against sales conferences is that it is a waste of time for the older men if the discussion is for the special benefit of the new men, and if the discussions are conducted to help the older men the meeting goes over the head of the new men. To get around this situation H. W. Dubiske & Company, employing a sales force of nearly a thousand salesmen, have divided the salesmen in each of their fifty branches into three groups; seniors, juniors and freshmen, and beginning September 12th have been holding separate conferences for each group. The qualifications for membership in the different groups are as follows:

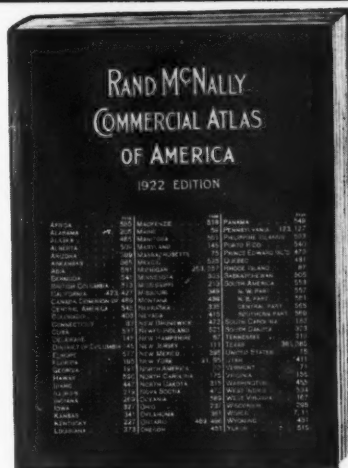
Seniors—to include producers only.

Juniors—to include those salesmen who have memorized their approach, qualification and sales talk including all reserves and who have been given permission to go into the field but whose sales stories require polishing; i. e., the rough edges taken off. They remain in this class until they have produced and are then promoted to the Senior Class.

Freshmen—to include the new men who are just learning the fundamentals of the business and their sales stories. When able to give their sales stories 90% perfect and are ready to go into the field, they are promoted to the Junior Class.

Reports from practically all parts of the world emphasize the popularity of American motion pictures and American actors and actresses in foreign countries. The nationality of the audiences and the nationality of the theatre owner seem to have little influence.

There comes from Java reports of the unmatched popularity of the American moving pictures in that country. "No other films," states Consul Parker, "compares with them in popular favor. They are," he says, "distinctly in the majority, even though British, French, and German films are shown. In Java there are 250 theatres and the audiences are composed of three distinct classes, Europeans, Chinese and natives."



Get the  
**RAND McNALLY**  
**COMMERCIAL**  
**ATLAS**  
on 10 days' free  
trial

**Must prove its great value to you in your business, or we take it back without cost to you**

**LOOK** the RAND McNALLY Commercial Atlas over at your leisure. Have it on your desk for ten days. See for yourself what a help it is in making intelligent business decisions. Notice how it gives you a better grasp and understanding of your markets.

Thousands of large concerns all over the country—leaders in their lines—are using the RAND McNALLY Commercial Atlas every day and many times a day. It is at the elbow of the men who make decisions about sales and salesmen. It aids the men who market and ship the goods. These executives say they could not get along without it.

#### Work with the Atlas beside you

Make decisions that influence the future of your business in the light of the complete and accurate information in the RAND McNALLY Commercial Atlas. Refer to it when you route your salesmen from market to market. Launch your sales campaigns where the Atlas shows the centers of population to be. Ship your goods the shortest and quickest way as shown by the Atlas. Consult it as you get orders from out-of-the-way places. It shows how to make prompt deliveries. Stop deciding these important matters by guesswork. Know all about the possibilities of your markets. Consult the RAND McNALLY Commercial Atlas. Once you have used this truly extraordinary reference book, you will wonder how you ever got along without it.

#### A Wealth of Business Information

There's a vast amount of usable and valuable information between the covers of the RAND McNALLY Commercial Atlas. Its clear and accurate statistics show you the business facilities of every hamlet, town and city in the land. Whether there is a railroad station, post office, express office and telegraph office. The Atlas indicates centers of population and the latest changes in population. It spreads the transportation systems of America before you. It shows railroad trunk lines, junctions, short cuts; trolley lines; steamship navigation routes, ports; auto roads. It contains individual maps of every state in the United States, maps of Canada, Central and South America, and Continental Maps of the World. There are 540 pages, 300 maps, 96 double page maps, 21x28 inches.

#### Mail this Coupon

All you have to do is to fill in and mail the coupon below. The RAND McNALLY Commercial Atlas, price \$35.00, will come free for ten days' inspection, all carrying charges paid. Prove for yourself how it can help you many times a day. You can't afford to be longer without this standard business reference book. Mail the coupon today.

### RAND McNALLY & COMPANY

#### Map Headquarters

Dept. 15-K, 536 S. CLARK STREET

CHICAGO

RAND McNALLY & COMPANY, Dept. 15-K, 536 S. Clark Street, Chicago

Please send RAND McNALLY Commercial Atlas for ten days' inspection. If at the end of ten days we desire to keep the Atlas, you may bill us at \$35.00; if not, we will return the Atlas to you, express collect.

Date.....1922

Name of Company.....

Address.....

Signed by.....



## How Much Do Your Salesmen's Calls Cost?

You can apply direct advertising to many phases of your business—particularly to liven up your sales and reduce selling costs, making each salesman's call a live lead.

You can use the services of a responsible house—a firm with a financial standing, rated high by Dun and Bradstreet—a house with a record of success behind it.

On this basis we solicit an opportunity to discuss your problem with you. We offer you experienced counsel of a corps of expert merchandisers; and every facility for planning, writing, printing and mailing your entire campaign. We are successfully serving such well-known firms as Yawman & Erbe Mfg. Company, Congoleum Company, U. S. L. Battery Company, Westinghouse Electric & Mfg. Company, Standard Oil Company, La Salle Extension University, and Steger & Sons Piano Mfg. Co.

We invite your correspondence or a call on us for a discussion of "How much your salesmen's calls are costing you" and how the application of direct mail can reduce costs, increase the sales of your men and lower the mortality of your sales effort.

Write for  
Mail Selling  
Data Book  
with valuable  
information.

**Buckley, Dement & Co.**  
*DIRECT ADVERTISING*  
*Merchandising - Counsel*  
1300 Jackson Blvd. - Chicago

## Making a Success of Salesmanship

*A New Dartnell Book by Maxwell Droke*

As different from the usual run of books about salesmanship as day is from night. Mr. Droke does not attempt to tell men who have made a success of salesmanship how to do it, as the title might suggest, but he has gathered together the tested methods of over 200 able salesmen.

### TYPICAL CHAPTER SUBJECTS

|   |  |
|---|--|
| <i>Getting in to See Your Man</i>         | <i>"How Much Does It Cost?"</i>          |
| <i>Bossing the Interview</i>              | <i>The Man Who Is "Too Busy to Talk"</i> |
| <i>Selling the Product of the Product</i> | <i>Making Up the Other Man's Mind</i>    |
| <i>The Gentle Art of Keeping Human</i>    |  |

Price on Approval, \$1.00

**THE DARTNELL CORPORATION**  
Ravenswood and Leland Avenues, Chicago

## A Novel Idea in Schools for Salesmen

THE Kendall Products Corporation, makers of the cereal soap, Ken, and other soap products, has opened a school for salesmen in New York City and is advertising that it will extend the privileges of its four week course in salesmanship to any person, without in any way obligating them to accept positions in the corporation's sales department or requiring them to pay for the course, in the event they do not elect to accept positions. The entire expense of the school is borne by the manufacturer. The classes are in charge of Dr. Leonard Felix Fuld, an experienced instructor, and class hours are from 7:45 to 8:45 A. M., permitting persons regularly employed to take the course without interfering with their present employment.

To protect itself against filling the classes up with people who would not develop into salesmen, the company reserves the right to select those it wishes to attend the classes, from a "waiting list." Application for enrollment can be made at any time, and the applications are placed on file. Any student who misses two consecutive classes will be replaced by new students from the waiting list, and as fast as old students graduate new students will be taken into the class. In this way a steady flow of new recruits for the sales force will be assured, and the management feels that those who take the course and decide against taking up the sale of Kendall products will be boosters for the company. The company, it is understood, is using the salesmen thus recruited to sell stock as well as secure distribution for the product.

## Additions to the Dartnell Editorial Staff

David Harold Colcord and Merril V. Reed have joined the editorial staff of The Dartnell Corporation. Mr. Colcord comes to Dartnell from the Koch Advertising Agency of Milwaukee, where he has been engaged in specialty merchandising work for The L. J. Mueller Furnace Company, whose account this agency handles. For several years he was assistant to A. MacLachlan, secretary and sales director of the Square D Company of Detroit, and prior to that served the Westinghouse Electric Company at Syracuse in a sales executive capacity. He also edited for a time "The Salt Seller" of The Diamond Crystal Salt Company.

Mr. Reed, for the past three years, has been connected with the Brown and Bigelow organization in St. Paul. In addition to editing the weekly house organ, which this company publishes for its salesmen, he has been training special classes of salesmen at that company's various branch offices. Mr. Reed will be assigned to the New York office. On October 1st the New York offices of The Dartnell Corporation will move into larger quarters, on the tenth floor of The Canadian Pacific Building.



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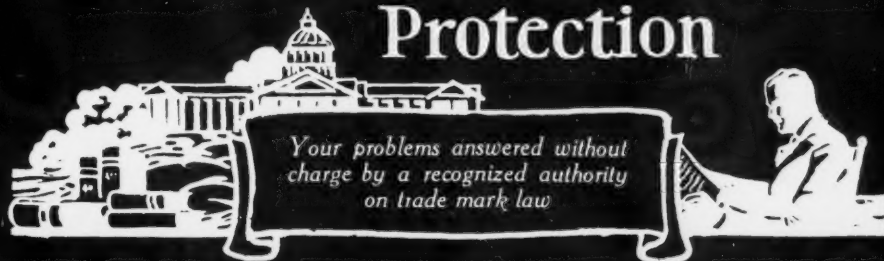
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# Trade Mark and Good Will Protection



## Sales, Not Shipments, the Key to Trade-Mark Possession

Lynchburg, Va.—We are much interested in a brief reference we have seen as to the reason why P. Lorillard prevailed over the Beech-Nut Packing Company in the recent contest for the right to use "Beech-Nut" as a trade-mark for cigarettes. Do we understand that the Beech-Nut Company lost out in this controversy because the shipments of cigarettes bearing its mark were made by the American Tobacco Company instead of by the Beech-Nut Company at first hand?—D. & R. B.

To the circumstance that the Beech-Nut Company, uncertain of its familiar brand as a cigarette-mark, engaged the American Tobacco Company to act as a proxy in the initial operation had little if any effect at the Patent Office. What most seriously placed the Beech-Nut Company at a disadvantage in its brush with P. Lorillard was not any technicality with respect to shipping procedure but lack of evidence of bona-fide sales. One manufacturer may apply a trade-mark for another and ship out the goods,—private branding to the trade involves that sort of thing all the while. But it is a serious matter when it develops that shipments, however made, are not in response to bona fide orders.

The shipments that were made to afford a basis for application of the Beech-Nut Company for trade-mark registration were principally to officials and attorneys of the company. The one shipment that was sent to an outsider was refused and returned because it had not been ordered. The commissioner of patents, when he came to review the case, said unhesitatingly that so-called sales of this character, or distribution if you prefer, does not constitute the use in commerce that the law contemplates as a warrant for trade-mark registration. Not only was the paucity of transactions objected to but likewise the lack of any symptoms of a permanent, continuing trade in the branded goods. The courts have said that trade that is small in volume may justify a trade-mark monopoly.

## Indirect Contact By Trade-Mark Bureaus.

Indianapolis, Ind.—How does it come that various so-called trade-mark bureaus that advertise to register and protect trade-marks in all countries are not listed in the roster of attorneys entitled to practice before the Patent Office? Does this indicate that they are handicapped in serving clients?—I. W. Co.

There may be various reasons why some self-styled trade-mark bureaus have no official recognition at the Patent Office. Perhaps the proprietor is not an attorney. Or maybe, he does not relish the censorship to which must be submitted the advertising matter of attor-

neys who hold places on the approved list at the Patent Office. Whatever the reason, the operator of the trade-mark bureau is apt to employ some Washington attorney who has a passport to the Patent Office to act for him. Thus the name of the "Bureau" does not appear in the trade-mark application or any of the official documents but nevertheless the trade-mark broker, as he might be designated, has acted as an intermediary.

## No Trade-Mark Rights in Vending Machine.

New York City.—In order to meet competition we are planning to market our perfumery in small units by means of vending machines to be set up in stores and public places. In order to fix the dispensing apparatus in the mind of the public and cause it to be readily recognized we would like to adopt the vending machine or a representation of the machine as our trade-mark. Is there any objection to this?—J. A. D.

The chief objection is that probably you will be unable to register the picture of your vending machine as a trade-mark for either the machines or the contents of the machines. If the vending machine is one of your own invention presumably you may protect its form with a design patent just as you might protect novel mechanical features by a mechanical patent. But the picture could not be made the basis of a trade-mark monopoly because in a small picture your vending machine could not be distinguished from a standard type of vending machine which all traders in your line have the right to use. This was brought out when the Scott Paper Company was refused a registration for a representation of a cabinet for toilet paper as a trade-mark for the paper. The Court of Appeals said that no exclusive right could be sanctioned for the picture because no manufacturer should be prevented from representing to the public the manner in which his goods are used.

## Good Will Jeopardized By "Seconds."

Dallas, Texas.—Leaving aside the ethics of the matter is there any basis for an action in court, on the charge of unfair trading, if the name of a well-known manufacturer is used to promote the sale of goods without disclosure that the offered wares are "seconds"?—N. H. & Son.

There are not, unfortunately, as many precedents as one could wish to indicate whether the merchandising of "seconds" on the strength of the brand they bear is an abuse of a trade-mark confidence. As it happens, though, this very point is one of those involved in the current case of Cheney Brothers versus Gimbel Brothers and the final outcome of the contest will be awaited with keen curiosity as indicative of the trade-mark responsibility in the case not only of seconds but likewise of obsolete patterns and discontinued styles of seasonal goods.



Section of Ohio Map

## A healthy growth

of your business demands complete and exact knowledge of your outlet towns—their population, accessibility, distance from each other. Are you overlooking the sales possibilities of towns, that were villages a decade ago?

## BLUM'S UNITED STATES WALL MAP

Shows all towns over 3,000 population.

Railroad and distances from town to town.

Population as per latest census. Size 84x60 inches.

Price, mounted on linen with rods, \$20.00.

## Pocket Edition

Our pocket map is designed for the exclusive use of traveling men and shows the following:

Railroad systems and distances between towns.

It differentiates between main lines and branch lines.

It differentiates, by means of type style, between towns of 25,000, 5,000 to 25,000 and less than 5,000.

It gives the latest population of each town together with a key showing the location of the towns.

It gives the leading commercial hotels and hotel rates.

It classifies the towns—whether they are industrial, agricultural, university, suburban or mining towns.

It gives the leading industries of each town in the order of their importance. Price 25c each—at Hotels and Stationers.

Ask for Catalog F

**BLUM MAP CO.**  
3 West 29th Street, New York City



**O**VER 2,000 representative sales organizations are now using Dartnell Manuals for building better salesmen. They are entirely different from any other books ever written on selling. They have house viewpoint. They mention names and figures. They are based on the actual experience of salesmen who have been notably successful. Salesmen like them because all the bunk and piffle has been squeezed out.

#### **How to Sell Quality**

Describes actual plans and methods used by salesmen who have been successful in combating price competition by quality arguments. Tells how these salesmen make the buyer want quality; get the stipulated price without haggling; shut out the price cut and keep the old customer sold on quality.

Turning a high price into a reason for buying is not difficult for a salesman who understands how to sell quality. Few salesmen are really awake to the tremendous advantages which quality gives them in sales work. They take quality for granted. This new Dartnell "How" book for salesmen will open their eyes to the opportunity of quality. *Prices \$1.10 bound in boards; \$1.60 bound in leatherette.*

#### **Field Tactics for Salesmen**

Intended to show problems salesmen meet every day and how they are handled. Examples of the common problems successfully handled in Field Tactics: When the Buyer Isn't Interested. Knowing When and How to Close. Turning Objections Into Reasons for Buying. Disposing of Price Objections. More Money with Smaller Territories. *Prices: \$1.10 in boards; \$1.60 in leatherette.*

#### **What a Salesman Should Know About Credits**

Opens salesmen's eyes to the influence of credits on sales. Makes no effort to turn salesmen into credit men, but seeks to foster a better understanding of the relation between sales and credits. Shows salesmen how to size up a credit risk; explains some of the legal phases of credit which salesmen should know; how it is to his interest to co-operate to secure close collections in his territory; how selling on short terms enables him to sell more goods, with a section chock full of suggestions for passing on to his customers which will enable them to pay their bills more promptly and buy more merchandise. *Price: \$1.10 in boards; \$1.60 a copy in leatherette.*

#### **A Salesman's Correspondence**

Designed to "sell" salesmen on the importance of rendering reports on his work and writing close, intimate letters to the office. Showing how such communications should be written to give the desired information briefly and concisely. Gives a salesman valuable pointers on writing general business letters so that the letters he sends out will be fitting representatives of the house. Also shows him how he can help his customers to become bigger buyers through using letters in their sales work, with model letters for this purpose. The manual is filled with concrete examples of good letters, and it is written in an interesting, anecdotal way that invites reading. *Prices: \$1.10 bound in boards.*

#### **What a Salesman Should Know About Advertising**

Has nothing to do with the preparation of advertising, but concentrates on showing a salesman how he can take the advertising prepared by the house and use it to increase his sales. Shows how other salesmen are using advertising to close difficult sales; how to handle the buyer who wants to "wait for demand" and the buyer who is "down" on advertised brands. Gives valuable suggestions for getting dealers to link their stores with national advertising, and to use advertising to increase their sales. Contains a section on the economics of advertising, explaining the broader aspect of advertising and its relation to a salesman's job. *Price: \$1.10 in boards.*

#### **Closing the Sale**

This is the latest book in the series and will be ready for distribution early in October. Over 450 sales executives including many of the country's leading authorities, contributed to it. It cites actual cases, mentioning names and places, of how big sales have been successfully closed. It is entirely different from books bearing on closing the sale which deal in generalities only. *Prices: \$1.10 in boards; \$1.60 in leatherette.*

**Special Offer** *We will send this complete set of six manuals to any rated concern subject to examination and return on memorandum invoice. Should the books be retained the price for the set is \$6.00. If additional copies are desired the price on assorted titles is \$10.50 a dozen; \$75 a hundred in board binding. Prices on leatherette bindings are \$15.50 a dozen.*

# THE DARTNELL CORPORATION



# Announcing a New Dartnell "How" Book for Salesmen

Deferred orders are one of the greatest problems in sales work today. Orders that a salesman "is sure to get" next week, next month, or next year too often result in carrying a salesman on the pay roll when in his own best interests he should be given other work. Sales that are "almost" closed usually can be closed without further call backs if the salesman is a master of this all important phase of selling.

## Outline of Subjects Covered in New Book

### I—Importance of Being a Good Closer

- a. Examples showing how otherwise able salesmen have never fully succeeded because they were weak as closers.
- b. Resume of the qualities of a salesman that tend to make him a good closer, contrasted to the qualities that make for a poor closer.
- c. Show unlimited opportunity confronting a salesman who has mastered the principles of closing by citing instances of salesmen who have achieved big results in sales work.

### II—Common Mistakes in Closing a Sale

- a. Lack of any definite plan of action.
- b. Asking for the order before you have created a want for the thing being sold.
- c. Faulty handling of the price, if that is an important element in the sale.
- d. Failure to manage the interview and permitting the buyer to take the reins in his hands.
- e. Incomplete knowledge of your proposition with resulting inability to remove all doubts from the buyer's mind.
- f. Faulty sales tactics or personal qualifications that can be corrected.

### III—A Good Finish Follows a Good Start

- a. Cite illustrations to show that a sale is really closed before the salesman ever sets foot in the buyer's office.
- b. Impress upon salesman that he must go into buyer's presence fully determined to come away with an order, and not a promise to buy later.
- c. Describe approaches used by different salesmen to get an audience and at the same time provide a lead to the close.

### IV—Helping the Buyer to Decide

- a. Bring out that a sale is a mental success, and show how to get prospect to agree with you early in the interview on some trivial point, and then lead him to agree with you on major things, and finally to agree to give you the order you are after.
- b. Cite several illustrations of interviews thus handled, bringing out how the salesman was able to keep control of the situation in the face of frequent interruptions.

### V—Order Blanks as an Aid to Closing

- a. Show how different salesmen use the order blank to outline the order, to determine the correct time to close, and to help the buyer to sell himself.
- b. Importance of getting the order blank out early in the interview, so that prospect will be used to it.

### VI—Timing the Close

- a. Remove the idea some salesmen have that there are a lot of rules and principles which must be followed. Show that an interview well begun and properly handled will close itself in many cases.
- b. "Feeling out" plans used by different salesmen to determine whether the prospect is ready to sign up.
- c. Importance of right mental attitude at this stage of the sale.

### VII—Getting the Order and Getting Out

- a. The right and wrong way to ask a man for his order.
- b. Cite several cases of where a salesman has sold a man, but by talking too much, lost the order.
- c. Leaving the door open to come back in case the buyer turns you down.

### VIII—When an Order Is Not an Order

- a. Legal definitions which show the necessity of properly executed orders and the dangers of loose verbal agreements.
- b. Cite several instances to show how serious carelessness in making out an order may prove.
- c. Point out why properly signed orders protect the salesman even more than the house.
- d. When the customer refuses to sign a formal order form.

### IX—The Salesman's Obligation After Closing

- a. Bring home to salesmen that there is much more to successful selling than merely getting a name on the dotted line.
- b. Give concrete suggestions that will help a salesman to make the buyer realize the fullest measure of satisfaction with his purchase.
- c. Show how in the long run any salesman's success will be but temporary unless this all important rule is faithfully carried out.

## "Closing the Sale"

By J. C. ASPLEY

Editor "Sales Management" Magazine

Has been brought out by The Dartnell Corporation to help salesmen and sales managers to cut down the percentage of "almost" closed orders; aid salesmen in doing in one call what now requires several calls; and in strengthening the sales presentation generally.

Like the other five books in this "How" Book series it is loaded with concrete incidents and very little theory. The plan is to show a salesman how others are actually doing it, and permitting him to apply the methods to his own peculiar problems, rather than to give generalities which may be good for one man but poison to another.

Among the more prominent sales executives who have collaborated in the preparation of this new Dartnell treatise are:

|                 |   |
|-----------------|---|
| A. MacLACHLAN   | Secretary of The Square D. Company                |
| J. B. WRIGHT    | General Sales Manager, Earl and Wilson            |
| C. E. STEFFEY   | General Sales Manager, National Cash Register Co. |
| C. W. TREADWELL | Mgr. Sales Instruction, Burroughs Add. Mach. Co.  |
| H. L. SIMPSON   | General Sales Manager, United Drug Co.            |
| E. D. VOORHIS   | General Sales Manager, H. D. Lee Mercantile Co.   |
| E. J. LITTLE    | Sales Manager, The Wahl Company                   |
| J. G. CHAPLINE  | President, LaSalle Extension University           |
| E. T. GRAY      | General Sales Manager, Devoe and Reynolds         |
| C. V. ODEN      | Sales Manager, Underwood Typewriter Co.           |

and two hundred others whose names appear in a list of collaborators in the forepart of the book.

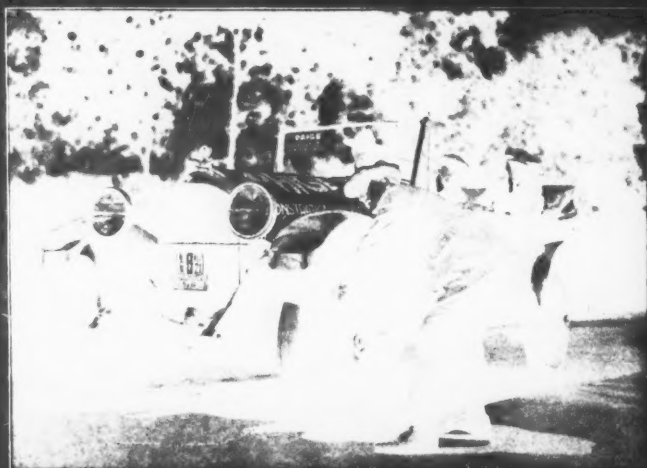
Never before has such a preponderance of experience been brought to bear on a single phase of sales work. It goes without saying that any salesman will be able to profit through the experience of these men, not only making himself more valuable to his Company, but increasing his own income far out of proportion to the cost of the book.

### Price on Approval

**\$1.10 in Boards; \$1.60 in Leatherette**

The book contains eleven chapters, making 128 pages. It is printed in large type and is easy to read. It fits the pocket easily. A salesman can read it through in one hour easily. Sent to rated concerns on memo billing, otherwise remittance should accompany order. Money will be refunded without question if purchaser is not satisfied.

1801 Leland Ave., Chicago : 342 Madison Ave., New York



*Much of the value of a film depends on making it demonstrate the product—this picture would have been stronger if some element were introduced to prove that the car was on a level road and not going down hill*



*A well-planned advertising film should focus attention on the product, without the audience realizing it. The child pointing is introduced here to accomplish that purpose. There should be one central point of interest in every scene*

## After You Have Your Film—What Are You Going To Do With It?

ONE experienced user of films sums up the problem in saying, "A good film is like an expensive advertisement prepared by your advertising agency. It is pretty to look upon but it has no sales value until it is placed in a medium to give it circulation." In other words, a plan of film distribution is as important as the film itself.

### Methods of Film Distribution

Methods of getting distribution for your sales promotion picture are varied. Distribution will be facilitated if the "selling idea" in your film is presented adroitly. When it is featured too obtrusively, it usually develops resistance. Experienced sponsors of sales promotion films assert that when your picture scenario is being written it should be drafted for a specific sales purpose and for a predetermined audience. A film containing a profit appeal for dealers will not please the "Ladies Aid Society." Likewise, a film showing the happy workers of the "Flinttooth Saw" factories will not excite practical shopmen, looking for new mechanical tricks.

One scheme of getting "distribution" for your sales promotion film, perhaps offering the least complications, is that of equipping your salesmen with portable projectors. With this equipment your sales story can be driven home under conditions that would tax the ingenuity of salesmen depending entirely upon their vocal chords. The Delco Light Company, of Dayton, makers of farm light and power plants, for example, send a salesman to the center of an agricultural community, in which a free motion picture show has been advertised. On the date set, he erects a tent, equips it with lights, and generates power for his projector with Delco equipment. The Delco

films are unreeled and, while the entertainment is under way, the local dealer spots the probable prospects in the audience. In following up these prospects, the dealer usually finds that they are thawed out and receptive. In the meantime the Delco salesman has packed up his tent and is staging exhibitions in another community. The projector is also a practical weapon for the salesman whose product is too cumbersome for convenient demonstration. The Alliston Machinery Company, of Chicago, makers of excavating equipment, are able to show the advantages of their earth moving machinery. Only recently the company was able to trace sales of eight large paving machines resulting through the use of their salesman's projectors.

Colgate & Company, makers of toilet preparations, Kirkman & Son, soap makers, Tide Water Oil Company, makers of lubricants, and others making various products, place considerable faith in salesmen equipped with portable projectors to trap the interest of possible prospects.

### Educational Films for Schools, Etc.

Still other concerns, with films having an educational twist, follow the plan of showing their films to schools, colleges, Y. M. C. A.'s, Fairs, Chautauquas, Clubs, etc., where the audiences are usually receptive. Impressions, made on audiences of this type, stand a fair chance of being turned into desires to buy. If a sales film is sufficiently educational, schools are usually willing to co-operate in the arranging of exhibitions. Considerable success in this direction is reported by the Duro Pump & Manufacturing Company of Dayton, makers of residence water systems. Its picture, "Water by Wire," is designed to sell water systems to farm, suburban or city home owners, through

the benefits of modern plumbing and sanitation. Another film entitled, "Money out of Water," is designed to sell the dealer on the business possibilities in the water-supply field. Distribution is secured at National, State and Sectional trade conventions, as well as local association meetings. The Duro Company has forty-three reels of these two pictures in circulation, representing an investment of over \$10,000, and reports that substantial returns on its investment are in sight.

### Trade Films for Conventions

Incidentally, sales managers who desire to attach professional or trade endorsement to their products, can do well to consider the strategies of motion picture exploitation. Unusual opportunities are possible at conventions where compact audiences can be reached. Resistance comes sometimes from trade association officials, when they suspect the propaganda to be too selfish. In such cases, much depends upon the "educational" features of the film, and the subduing of sales appeal and trademarks. Exclusive or patented features, when properly staged, often identify your product as well as trademarks. An instance of this was recently experienced by a manufacturer of Plumbing supplies who wanted to show an expensive film before a meeting of master plumbers. The secretary of the association objected on the grounds that he had already turned down dozens of films because of sales points standing out too prominently. He was prevailed upon to view the picture personally. The thread of the sales story was spun so carefully, however, that he capitulated by modestly asking if the trademarks could not be reduced. The manufacturer with the aid of his film producers was able to make a





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few slight changes, and obtained showings that paid him well for his trouble.

Showings of educational pictures to shop-men, mechanics, etc., is being found practical, as few manufacturers offer objections to picture exhibitions that promise to stimulate the practice of economy. In this connection the Cleveland Twist Drill Company is reported to be doing good work by showing mechanics in industrial plants how much more service can be obtained from their drills. When a mechanic successfully tries one of the stunts he saw in the picture, he is apt to remember and ask for Cleveland drills.

#### Films for the Salesmen's Meetings

Some concerns contend that it is just as practical to teach their salesmen with films as it is to focus their pictures on prospective customers. In cases where branch house salesmen or agents in distant territories need short courses on home office policies, production methods, etc., educational films are being employed with telling effect. Perhaps one of the largest users of films in this connection is the United Drug Company of Boston, makers of Rexall preparations, which holds meetings of Rexall dealers and their clerks once a year in each state. Methods of manufacture and retail sales procedure, that will tend to increase the turnover of Rexall preparations, are taught through the use of films. H. L. Simpson, General Sales Manager, says that Rexall films "put more faith in our agents' minds regarding our product, and place them and their sales organizations in a position where they can intelligently sell Rexall products." The company has produced two films at a cost of about \$12,000, one of which teaches the finer points of selling candy.

#### National Distribution of Trade Films

Ambitious sales managers who are satisfied with nothing less than national distribution in motion picture houses for their filmed sales stories, however, have some troubled waters ahead of them. In some sections, however, there are fair breezes blowing for skillful navigators.

In the first place there is a smouldering suspicion among a large number of the 15,000 odd motion picture house proprietors in the United States that filmed sales promotion stories displease audiences who pay to see "features." The proprietor's success, as he sees it, is in entertaining his customers rather than teaching them.

In some cases the proprietor has the conviction that his customers resent such pictures.

Nevertheless, so called theatrical distribution in motion picture houses is practical in some respects. In some territories distribution can be purchased through associations of theatre owners. Circulation of this kind is "proven" by means of certificates of exhibition signed by the local theatre managers. Wm. Wrigley, the Chicago chewing gum magnate, recently succeeded in selling one of his films to one thousand motion picture houses. Cases are reported where showings have been sold to as high as three thousand houses, but it is said by those in a position to know that the resistance makes it an expensive undertaking.

| CREDIT DEPARTMENT RECORD  |         | PART SALES RECORD |       | FOLLOW-UP DEPT. DATA |      | MEMO.           |                   |
|---|---------|-------------------|-------|----------------------|------|-----------------|-------------------|
| YEAR  | QUARTER | SALES             | TERMS | DATE                 | FORM | REMARKS         |                   |
| 1918  | A       | 304,000           |       | 8/1/18               | 261  | Refund from the | Burning Favorable |
| 1919  | A       | 304,000           |       | 9/2/18               | 282  | Produce         | Follow on         |
|   |         |                   |       | 2/1/19               | 140  | Buy Produce     | Literature on     |
|   |         |                   |       | 2/19/19              | 150  | Buy Produce     | Literature on     |
| BUYING WRITER OR SUMMER<br>Buy last in<br>Winter Specialties<br>on fresh meat |         |                   |       |                      |      |                 |                   |
| Adrian William H. Co.   |         |                   |       |                      |      |                 |                   |

## Sales Greatly Increased

since Rand Records "make information stare us in the face"

Jacob Dold Packing Co.

What do your records actually show?—Is the information graphic?—Can it be quickly abstracted?—What direct benefit do you derive from their use?

These, and similar questions, faced the Dold Packing Co. when they asked us to help them find a solution.

Facts must be graphically shown; quick analysis of conditions made possible; easy and speedy abstracting of information given,—facts gained at a glance, and costly and wasteful duplication eliminated.

The answer was found in

### RAND

#### Picturized Visible Records

Color signals were employed to indicate a variety of facts. Individual accounts were graphically analyzed. The status of each account was made known at a glance. These, and other results realized, brought us the following letter:

"Your visible card system is the most advantageous installation made in our office in a long time. It shows sales conditions at a glance. We no longer have to hunt for information;—it stares us in the face. The thousands of dollars saved in clerical help is nothing compared to the increased business realized as a direct result of using picturized records."

#### Your Sales Records Analyzed—Free

Even though your problem may differ from that of the Dold Packing Co. ascertain NOW what RAND Picturized Records can do for you. Simply send us a sample of your present records, tell us what you want to accomplish, and our Systems Service Department will gladly make a complete analysis without cost to you. You will also receive, entirely free, a copy of our interesting booklet, "Visible Sales Control."

Get this FREE service NOW. Send today. Be sure to enclose samples of your present forms for this Free Analysis.

**Rand Co., Inc.**

North Tonawanda, N. Y.



610 Rand Building



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"FIRST IN PUBLIC SERVICE"

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## The Retailer Is Your Personal Representative

An advertising agent draws a sad comparison between an advertiser of dress fabrics, the average account on whose books is less than \$200, and a competitor, a real competitor in quality and price, who does not advertise, but whose average account totals \$1200.

The first man apparently tries to instill into the merchant the fear that some customer may ask for the line and he may be found without it unless he stocks. He does stock, and waits for the advertising to create loud-voiced demand,—and that is all.

The second manufacturer opens a new account with difficulty, but always takes the retailer into his confidence, sells him on his merchandise as a good buy for him because a good buy for his customers, and makes him really his own.

But the manufacturer who is an up-to-date merchandiser combines the wisdom of these two and even goes a little farther—he opens many accounts, and easily, with the promise of advertising, sells the merchant on consumer acceptance as well as consumer demand; and *also* does not neglect to sell the product itself so thoroughly that the retailer gets behind it.

### If Coming to New York

ASK US about THE WORLD'S exclusive Merchandising features. (1) "The World Plan Introduction" and (2) the "high spot" system of routing via "The New York World's Seventy-three Buying Centers of Greater New York;" also what a sales appropriation of \$500, and an advertising appropriation of \$7,250, or of \$2,950, will do for you.

*The World and The Evening World have a combined circulation, daily of 650,000 for \$1.20 per agate line gross, subject to contract discounts. They carry more high-class dry goods advertising; are read by more jobber, department and chain store buyers, and by more retailers; offer more circulation per dollar and a more concentrated circulation; a reader and a dealer influence more localized than any other morning and evening combination.*

Advertise in Newspapers by the Year

### The New York World's Merchandising Department

Mallers Building, Chicago

Pulitzer Building, New York

Ford Building, Detroit





# Personal Items



W. S. RUGG, assistant to the vice president, has been appointed general manager of sales of the Westinghouse Electric and Manufacturing Company, East Pittsburgh, Pa.

W. J. HEINEMAN, formerly branch manager of the Pathe Exchange, Inc., Butte, Montana, has been made sales manager of Associated First National Pictures, Inc., Seattle, Washington.

WILLIAM P. SIMMONS, for more than three years sales manager of the American Loose Leaf Manufacturing Company, is now sales manager of the Plew & Motter Department of the Workman Manufacturing Company, producers of printing and loose leaf devices.

HARRY P. HOTZ, for a number of years associated with the Schlitz Beverage Company, Milwaukee, in a sales executive capacity, and who was instrumental in the organization of a Sales Manager's Club in that city, has joined the sales organization of Eline's, Incorporated, Milwaukee.

J. E. LILLIS has been appointed sales and advertising manager of the Jackson Corset Company, Jackson, Michigan, succeeding WILLIS GALE GRAY, who has recently become Canadian sales manager for Holeproof Hosiery, London, Canada. Mr. Lillis was formerly sales manager of the radio division of the Reynolds Spring Company, Jackson, Michigan.

J. S. HARDY, formerly sales manager for Brecker & Zisken of Minneapolis, has taken charge of the sales and advertising for the Aco Corporation, Milwaukee, Wisconsin, makers of Aco Soap Tabs.

The Wilson-Jones Loose Leaf Company, Chicago, announces the appointment of O. J. TIMBERMAN as assistant sales manager. Mr. Timberman, for several years was general manager for Samuel C. Tatum and Company, Cincinnati, and more recently with Boorum & Pease Company of New York.

THOMAS B. BLAKISTON has been promoted from assistant general sales manager of the American Hammered Piston Ring Company, Baltimore, to general sales manager of the company, succeeding WALTER P. COGHLAN, who, it was announced in the September "Sales Management," has been made vice president and director of sales for the Trexler Company, Philadelphia. Another promotion announced by the American Ham-

mered Piston Ring Company is that of JOSEPH S. JACOBS from advertising manager to secretary and assistant treasurer. C. A. GRAINGER, a district manager for the company, succeeds Mr. Blakiston as assistant general sales manager.

ROBERT A. BURNS has resigned as sales manager of the Walter M. Lowney Company, chocolate manufacturers, to become associated with the Hood Rubber Products Company, Watertown, Mass.

The Middletown Manufacturing Company, Middletown, Ohio, makers of gas appliances, announce JOHN T. HOBBS as general sales manager. Mr. Hobbs was formerly sales and advertising manager for the Lawson Manufacturing Company.

ALBERT C. KOCH has been made vice president of the Union Trust Company of Chicago, in charge of the investment department. Mr. Koch, until this new appointment, was bond sales manager of the Harris Trust & Savings Bank, Chicago.

Charles Gulden, Incorporated, New York, makers of "Gulden's Mustard," have appointed H. A. CARROLL vice president. Mr. Carroll was formerly manager of the Eastern Advertising Sales Company, Inc., New York.

R. B. TRACY, formerly connected with the Globe Rubber Tire Company and the Michelin Tire Company, has been made director of sales for the Paul Rubber Company, Salisbury, North Carolina, manufacturers of automobile tires.

The Courier Motors Company, Sandusky, Ohio, successor to The Arrow Motors Company which recently took over the Maibohm Motors Company, announces the election of A. C. BURCH as president. Mr. Burch was formerly director of sales and vice president of the Clydesdale Motor Truck Company.

C. V. TINKHAM, formerly in charge of personal sales and organization work at the General Motors Company, New York City, and previously associated with the Michelin Tire Company at Kansas City, has been made general sales manager of the Rubberset Company, Newark, N. J.

L. M. VAN RIPER, formerly western sales manager for the Ajax Rubber Company, Inc., has been made general sales manager of the Racine Rubber Company, Racine, Wis., following the recent resignation of RUSSELL Y. COOKE.

## Here's an extreme case

I created a simple folder for this Client; heard no more from him; wrote and asked how he was getting along—and received this:

"In response to your letter, I have to report that in every instance in which an inquiry has been received and one of the folders sent, an order has resulted, and that without follow-up. Of course, neither of us would dare hope for such results over a great period of time, but I do know that, if an inquiry is an honest one, the folder makes the sale."

Remember, I said it was an extreme case, and I don't claim that I can do as well for you. Nevertheless, the resultfulness of my appeal averages extremely high. Booklet E-40 tells why (please use your letterhead).

Yes, everything from a leaflet to a catalog; from a letter to a complete campaign. Also counsel.

*Corneil Ridderhof*

Times Bldg.

New York

## Photographs in Quantity

We will take any photograph you have and reproduce it 100, 1000 or 10,000 times in any size from a postcard up to 20x24 inches. These reproductions are actual photographs.

Most large concerns have found photographs to be most efficient in sales, advertising and publicity work. They are economical and effective business getters.

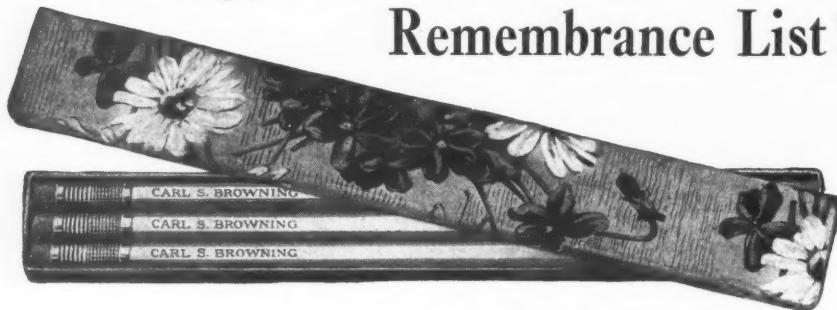
Write for samples and prices, specifying sizes and quantities you are interested in.

**CENTURY**  
*Photographs*

427 West 127 St. New York

To Sales Executives—

## A Suggestion for Your Christmas Remembrance List!



### Individual "NAME PENCILS" A Popular Personal Appeal

Your name and address below will bring you the particulars and a complimentary set with your name stamped in gold.

H. E. MARTIN INC.  
ONE MADISON AVENUE  
NEW YORK CITY

Sept. 16, 1922

Farrar-Pratt, Incorporated  
552 Seventh Ave.,  
New York City

Dear Sir:

Attention of Mr. J. L. Pratt

Since our conversation of a few days ago, I have been thinking about your idea of sending to each of our clients, a box containing three pencils stamped with the individual client's name in gold, as a Christmas greeting instead of the usual card; and have decided that we will adopt the idea this year. I believe that this idea has enough merit to more than offset the slight additional cost.

I will provide you with the necessary list of names later.

Very truly yours,  
H. E. MARTIN, INC.  
*H. E. Martin*  
President

RMK/24

**FARRAR-PRATT, Incorporated**  
552 Seventh Ave., New York, N. Y.

Name \_\_\_\_\_ Position \_\_\_\_\_  
With \_\_\_\_\_  
Address \_\_\_\_\_



The death of ANTHONY WILL, president and general manager of Will & Baumer Company, candle manufacturers, Syracuse, and also vice president of the Syracuse Evening Journal Company, occurred on September 17, 1922.

WALTER M. NEILL, formerly connected with the Florsheim Shoe Company, Chicago, has been appointed sales manager for the Bates Valve Bag Company, Chicago.

## Wholesale Hardware Sales Managers Hold Conference

The rapid developments which are taking place in the merchandising of hardware, and the growing belief that something concrete must be done toward the building of better hardware merchants, has resulted in a general conference of the sales managers of leading wholesale hardware houses, to be held in Chicago, on September 29th and 30th, under the auspices of The Dartnell Corporation, publishers of SALES MANAGEMENT MAGAZINE and THE HARDWARE SALESMAN.

Some of the subjects to be discussed will be: "What Can Be Done to Keep Jobber's Salesmen from Jumping to Manufacturers;" "How Can We Help Salesmen to Get the Business They Should Have but Are Not Getting?" "The Salesmen's Part in the Return Goods Problem." At the session devoted to the building of better customers, the subjects on the program are: "What Can We Do to Move Our Goods Off the Retailer's Shelves." This discussion will be divided into two parts—what the salesman can do, and what the house can do. Consideration will also be given to educating customers to buy futures. On Saturday morning, a plan for interesting dealers in the sale of hardware specialties, as Christmas gifts, will be presented to the conference. On Friday evening, the sales managers will be guests of The Dartnell Corporation at a theater party. Eugene Whitmore, associate editor of THE HARDWARE SALESMAN will conduct the meeting. Among those who will attend are:

R. H. Ogle, sales manager, Shapleigh Hardware Co., St. Louis, Mo.; F. H. Gates, Hackett, Gates, Hurty Co., St. Paul; Carl T. Haw, Ed Haw, president and vice-president, Haw Hardware Co., Ottumwa, Iowa; A. S. Dunning, sales manager, Kelley-How-Thomson Co., Duluth, Minn.; Oscar Boetticher, vice-president, Boetticher & Kellogg Co., Evansville, Ind.; Frank Bare, president, Tritch Hardware Co., Denver, Colo.; B. E. Blunden, sales manager, Tritch Hardware Co., Denver, Colo.; R. R. Enoch, treasurer, Wayne Hardware Co., Ft. Wayne, Ind.; R. M. Henry, Butler Bros., Chicago; Rudolph Tenk, president, Tenk Hardware Company, Quincy, Ill.; J. J. Charles, president, Hibbard, Spencer Bartlett Co., Chicago; W. M. Pitkin, general manager, A. Baldwin & Co., New Orleans, La.; A. H. Nichols, general manager, Buhl Sons Co., Detroit, Mich.; B. P. Kidd, Kidd-Bossinger Hardware Co., Little Rock, Ark.



## Advertising Agency Articles Win Praise of Advertis- ers and Agencies

"The article on advertising agencies in your September issue was wonderful. This subject of advertising agency relations is one that has been side-stepped by all publications for fear of treading on the toes of those who supply them with bread and butter—namely the advertising agencies. You are to be commended for facing this problem squarely and fearlessly. Nothing but good can come of it, for the truth will hurt no one." C. T. Anderson, advertising manager, Safe-Cabinet Company.

\* \* \*

"I read your articles on advertising agencies with great care at my home last night. I congratulate you on your handling of this problem. So much is written from time to time about agencies and agency service that shows distinct unfamiliarity with both, that it is a real pleasure to read articles as comprehensive and as intelligently and carefully written as these. I am sure that any and all advertising agencies will commend your work and gladly co-operate with you."—A. W. Erickson, president, The American Association of Advertising Agencies.

\* \* \*

"You may be interested to know that last Monday, while soliciting an advertising account in another city, I noticed a copy of your September issue, containing Mr. Salisbury's article, on the desk of the man I was interviewing. You may get some satisfaction from the fact that this chap kept me pretty close to the line indicated by that questionnaire."—G. B. Martin, president, The Farrar Advertising Company, Pittsburgh.

\* \* \*

"—These articles constitute one of the fairest and most intelligent presentations of agency practice that I have ever seen in print. They seem inspired with a motive to get at the real fundamentals in an intelligent and sincere and worth-while way."—B. E. Chappelow, president, Chappelow Advertising Co., St. Louis.

\* \* \*

"I regard your first article on advertising agency relations as the most intelligent article on the subject that I have ever read. I very much like the direct methods you follow."—W. K. Cochrane, president, W. K. Cochrane Advertising Agency.

\* \* \*

"'Sales Management' is to be congratulated for its daring in presenting a delicate, controversial matter for both 'sides' to consider, and doing it so well."—E. L. Bourne, manager, L. S. Gillham Company.

J. B. WADDELL has been appointed vice president in charge of sales for the Cooper Tire & Battery Corporation, Boston; having previously been connected with the Boston branch of the Firestone Tire & Rubber Company.

## Your Salesman

Will accomplish more in three days  
at a Convention or Exhibition than  
in thirty days on the road!

**Y**OUR salesman often travels more than 100 miles, and spends a considerable sum of money, to interview not more than two or three prospective customers in a certain community.

If you were to send that same Salesman to a Trade or Industrial Convention or Exhibition, he could easily tell his story to *several hundred buyers*,—at an enormous saving of time and traveling expense.

There are hundreds of Trade and Industrial Conventions and Exhibitions to be held during the remainder of this year, at which thousands of buyers of your product will assemble. You'll be overlooking an excellent opportunity to secure a volume of good business, if you fail to have a representative present at these events.

## World Convention Dates

(A Monthly Bulletin of Sales Opportunities)

will keep you posted as to when and where all International, National and State Conventions and Exhibitions are to be held; give you name and address of Secretary, and attendance for each event. From this record you can easily select the events which your Salesmen should attend.

(Descriptive leaflet Number 10 upon request)

**HENDRICKSON PUBLISHING COMPANY, Inc.**

1400 Broadway, New York City

## Salesmen's Application Blanks

Send for our 1922 Form for recording applicants for positions as salesman and classifying their strong and weak points. Used by over 600 concerns in all lines of business.

**DARTNELL CORPORATION, 1801 Leland Ave., Chicago**



# EDITORIAL

## Picking Sales Managers By the Shape of Their Teeth

One of the largest automobile companies in the country has just engaged a well-known character analyst to employ a "Director of Distributon." Applicants for the position are being required to furnish detailed photographs of their various elevations, and minute descriptions as to the color of their hair, eyes, and other ingredients. Some of the questions would almost make a single man blush. But if you want the job—and it is a really big job—you have to hide your shame and answer them.

Now, if this were some .22 calibre concern which was subject to brain storms it would be of no special significance. There are loads of adventuresome people who will try anything once. But the thought of one of the largest concerns in the country picking a sales manager by laboratory tests is disconcerting. And, while it is possible that the man eventually selected may prove to be the much-sought-after round peg, his fitness is going to hinge on qualities that are far afield from the bumps on his head, the color of his eyes, and whether his tie droops at the points or not.

Character analysis, phrenology, psychological tests, and other devices of selecting men have their good points. They are not entirely buncombe. Professor Scott, for example, did some excellent classification work in the army training camps. But it is ridiculous to compare the conditions existing in an army camp with the conditions that surround the selection of salesmen, and especially the selection of a sales manager.

This is not one man's opinion. It is the experience of concerns who have spent thousands of dollars to see if by chance there was something in this laboratory-test plan for selecting men. For example, the American Tobacco Company, from experience gained after a thorough trial, decided that the whole plan was unprofitable, unsatisfactory and unnecessary. Dozens of others have reached the same conclusion. There may be some classes of workers who can be selected by the shape of their nose, and the distance between their gills, but when it comes to picking salesmen who can go out and get the business you have to have a more earthly measuring device, something that will measure a man's will to win—his willingness to work eighteen hours a day to make good, if he must.

Personally I don't give a tinker's dam whether a man I am hiring for a sales manager's job has yellow hair or green hair or whether he is bow legged or pigeon toed, knock-kneed or cross-eyed. What I want

to know is: "What has he done?" That is the thing that counts, and it tells a really significant story. One of the most successful sales managers in the business today has the chin of a weakling, and the physique of a girl—but when it comes to creating selling ideas he is a wizard.

## The Haynes Experience With Factory Branches

Sales managers, who have been thinking seriously of starting factory branches to replace independent distributors, will be interested to know that, after a year and a half test, The Haynes Automobile Company is convinced that the independent distributor is by far the most effective. "In every instance," states Gilbert U. Radoye, the Haynes sales manager, "the distributor is selling more Haynes cars than the branch was able to sell, with the financial burden reduced considerably."

Under the old Haynes factory branch plan, the branch manager worked partly on salary and partly on commission. He had no financial investment. In the opinion of the Haynes officials, the fact that the local distributor has his own money invested furnishes the driving power which was missing under the old plan. This is an interesting point which applies to many phases of sales management. If a distributor will get out and hustle harder because his money is at stake, a sales manager who is an owner of stock in the business, will do the same; so will his salesmen, and so will every other employee of the business. It is the old story of a man's heart being where his money is. The hope of greater compensation, the prospect of a position of greater responsibility, the desire to do well whatever we undertake, are all motives that make men hustle—but, when it comes to utilizing the very last ounce of latent ability, there is nothing to equal a personal investment in the business.

## Interest in Sales Work Grows in High Places

The Audit Bureau of Circulations has just completed an analysis of the circulation records of "Sales Management" to determine what percentage of the readers are sales managers, presidents, general managers, etc. A comparison of their report, with similar reports made by the same organization over a period of years, is interesting. It shows in detail just how interest in sales management and marketing methods is growing among the higher officials of business. For example, the audit of June 1920 shows less than 20 per cent of the subscribers to "Sales Management" held positions higher than that of sales manager. The audit just



# COMMENT



released establishes 34 per cent of the present subscribers as holding positions higher than sales manager—almost a seventy-five per cent increase, in three years. The figures follow:

|                                       | 1920        | 1921        | 1922        |
|---------------------------------------|-------------|-------------|-------------|
| Presidents and Owners                 | 5.3%        | 7.8%        | 10.5%       |
| Vice presidents                       | 4.2         | 4.7         | 4.2         |
| Secretaries                           | 4.7         | 5.1         | 4.8         |
| Treasurers                            | 1.7         | 1.7         | 1.7         |
| Managers                              | 4.0         | 10.7        | 12.8        |
| <b>Total Managers or better</b>       | <b>19.9</b> | <b>30.0</b> | <b>34.0</b> |
| Sales Managers                        | 35.7        | 34.3        | 31.8        |
| <b>Total Sales Managers or better</b> | <b>55.6</b> | <b>64.3</b> | <b>65.8</b> |

These figures, of course, include only subscriptions which can be classified, the percentages being figured against the **total paid** in advance circulation. If the subscriptions which cannot be traced are classified on the same basis as the traceable circulation, the percentages would be presidents, 14.3 per cent; vice presidents, 5.9 per cent; secretaries, 6. per cent; treasurers, 2.4 per cent; general managers 16.5 per cent; sales managers 44.1 per cent; advertising managers, 2.3 per cent; miscellaneous executives, 7.9 per cent. Figuring on this basis, which assumes that the unclassified subscribers follow the divisions of the classified, it is evident that 89 per cent of our present subscribers hold the position of sales manager or better, and that 44 per cent of them are sales managers.

This increased interest in marketing processes being taken by the presidents and general managers of our business enterprises is a healthy sign that augurs well for the future. The most baffling problems in business today are in the sales department, and it is only right and proper that the best brains of the enterprise should be concentrated on those problems.

## Telling the Whole Truth About Former Employees

Our article, last month, on "Why Salesmen Fail," revealed an alarming state of affairs. Improving business

will help to keep down failures for the next few months, but it will not remove the core of the disease which is mainly the unsystematic selection of men. At least one-third of the failures among salesmen could be avoided if two things were done: (1) every salesman required to fill out a detailed application blank giving a complete summary of his previous record and experience, and (2) if the sales managers, who had previously employed him, would tell the whole truth about him, when asked to do so by the new employer.

Unfortunately there are some sales managers who

think they are doing a kindness to a salesman, whom they know to be utterly unfitted for sales work, when they give him a "good send off." They say to themselves: "Well, the poor devil he has to make a living, so I'll just tell them about his good points and let them discover the bad ones themselves." But you are not doing a man a favor by recommending him for a position which you know down in your heart he cannot successfully fill. It simply means, for him, another heart breaking experience, another hiring and another firing, another licking, and one more step toward black despair and final defeat. No, you are doing a man anything but a favor when you send him out under false colors. Not only are you unfair to the man's new employer but you are unfair to yourself.

It would not take long to cull out the drifters and derelicts that are answering want ads today, and get them into work where they at least are not gaming with loaded dice. It is simply a matter of each one of us making a rule to tell the whole truth about a salesman who has worked for us when we are asked. If all sales managers would only do this, what a difference it would make in the turn-over of salesmen.

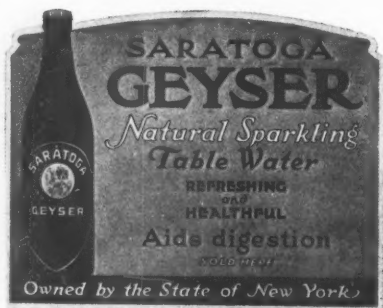
## A Suggestion to the Association of National Advertisers

One of the services which the Association of National Advertisers renders to its membership is to furnish upon request copies of circulation audits made

by the Audit Bureau of Circulations. These are secured in quantity from the publisher, who in most cases is afraid to refuse the request, and sent free to any A. N. A. member. In this way the members have access to all A. B. C. audits without membership in the A. B. C.

"Sales Management" believes that the A. N. A. is doing advertising a serious injury in thus discouraging its members from joining the A. B. C., and for that reason has refused to furnish any further copies of its reports to the A. N. A. It is true that the Audit Bureau of Circulations is now firmly established, but it needs all the advertiser members it can get. It is the advertiser members who hold the balance of power and who should act as arbiters in any controversies such as the present tussle as to whether publications of free distributed circulation shall be admitted to membership. If the A. N. A. is what it purports to be, an organization for the advancement of advertising, its directors must surely appreciate that there is nothing more vital than to keep the A.B.C. a truly independent auditing organization.

# Palmer Advertising Displays



A modern Dealer Help Service you need. Based on original ideas, finest art work, and economical production. We'll wake up this end of your advertising campaign.

Displays with a "Punch"

Art Work of Quality



THIS DISPLAY—SIZE 43"x33"

## SPECIAL OFFER--

10,000 Small Displays (11x14) 10c. each

Six color, die-cut lithographed displays or counter cards. Finest pastel art work, 10 ply stock with easel backs or hangers. Many National Advertisers like to use these small displays monthly, low priced in a series run.

For smaller quantities — ask for prices and samples of our two color Benday printed displays.

## Large Window Display Suggestions

Our window displays and counter card combination sheet, consisting of a large window piece, with four smaller companion pieces is most popular, and reasonably priced. Our large three panel displays at \$1.00 each in 5,000 quantities are also excellent value. We submit dummies without obligation.

**PALMER ADVERTISING SERVICE, INC.**

137 East 43rd Street

New York City

### NOTE TO EXECUTIVES:

We handle complete direct mail and dealer help, campaigns, but place no magazine or newspaper advertising. You can deal with us on all this material with a great saving of trouble and money. We are equipped and know "how."

*We Make Every Advertising Dollar Count*

*for sound merchandising ideas,  
finest art work, reasonable prices*



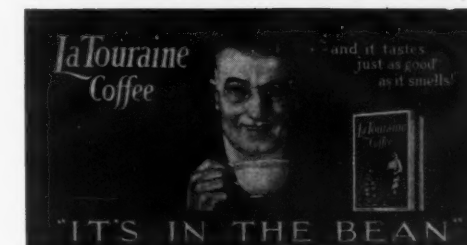
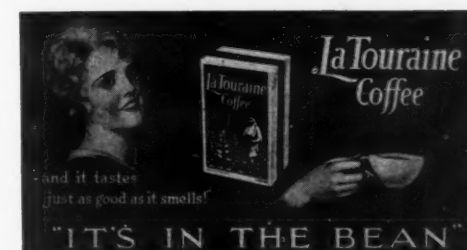
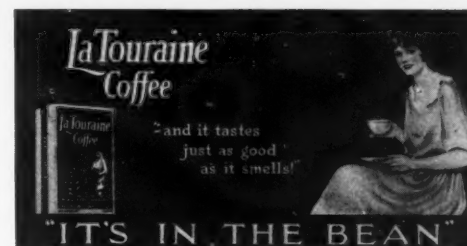
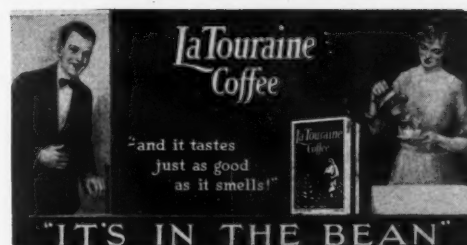
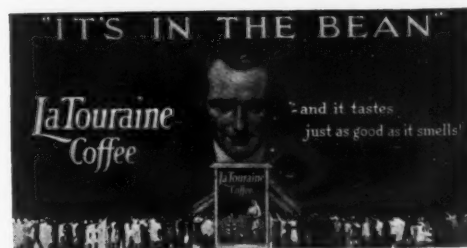


# Direct Mail Folders Car Cards—All Dealer Helps

Increase your sales to old customers

Put new names on your order books

Give your Salesmen live leads



## SPECIAL OFFER

A series of 6 two color follow up mailing pieces.

5,000 each of 6—total 30,000 at \$30.00 per M

10,000 each of 6—total 60,000 at \$22.00 per M

Palmer Advertising Folders have the "kick" that gets the inquiries and business. We render complete service including ideas, copy, art work, plates, printing, scoring, perforated return card, folding and sealing. You only have to mail them.

## "Things Out of the Ordinary"

Perhaps you require a unique package insert. Our million run prices are most interesting to companies between New York and Chicago. Our car card ideas will delight you. We like to dig up ideas of an unusual character and to manufacture with economy. Send us the job other people can't handle.

Send the coupon for information and ideas

Please attach letterhead and send literature

**PALMER**  
Advertising Service, Inc.

137 East 43rd Street  
New York City

Gentlemen:

We are interested in your service. ☐ Folders, quantity \_\_\_\_\_  
☐ Displays, quantity \_\_\_\_\_. Please send samples and full details. We enclose printed matter on our product. No obligation is incurred.

Name \_\_\_\_\_ Position \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

# When You Are Suddenly Asked to Speak

By Fred Dale Wood

*Sales managers, more than any other executive class, have frequent occasion to speak before groups of men. It may be a convention of dealers or jobbers' salesmen who need to be sold; it may be the annual meeting of the board of directors, or merely an informal gathering of his own salesmen, but, whatever the occasion may be, the more the sales manager understands about the art of speaking in public the more at ease he will feel, and the more success he will have in getting his message "over." The following suggestions are offered by a man who has a long career as a public speaker. It is an excerpt from Mr. Wood's talk on "How to Speak in Public," before the Kiwanis Club of Ravenswood.*

**H**AVE you ever sat in a sales convention and watched the antics of a salesman who was called upon unexpectedly to talk about something? Have you ever noticed how the words all seem to clog up in the poor fellow's throat, how the beads of perspiration start from his forehead, and how he shifts from one foot to the other and then back again. He "hems" a little, and "haws" a little, and then in desperation finally makes some crack about not being much of a speaker—which of course was quite evident without his saying so.

You feel sorry for the man—wanted to help him, but didn't know how. But did you ever stop to think what his trouble really was? He wasn't *tongue* tied, he was *thought* tied. The fact is we can think about only one thing at a time. Consequently the thing to do, when you get up to speak, is to start to talk about the thing you are thinking about at the time you get on to your feet.

In my early days I was in politics. During one campaign I was stumping the county, and had in my party a farmer who was the nominee for sheriff—a man with a wonderful character and personality, but obsessed with the idea that "he wasn't much of a speaker." When it came his time to speak, he would get up and say a few stereotyped words, ending with the customary plea for votes, and then sit down.

## Overcoming Self-Consciousness

One day he asked me what he could do to overcome his feeling of self-consciousness, that came over him when he got on to his feet to talk, and I told him as I am telling you, to just get up and start talking about whatever was uppermost in his mind at that time. So, he did. The next meeting was held in an agricultural community, and the audience was made up of farmers. When it came time for our farmer friend to make his speech, he stood up and started to chuckle. He said that he was just thinking about a little pig that he used to have back on the farm. He said he was sure that it was the most gold-darned ornery pig that ever was. He told how it used to run away, and how he used to have to chase it all over the lot, and how one day he chased it and it got stuck in the gate and it got so excited that its tail straightened out and began to wag like a pump handle. The pig and its capers had nothing to do with politics, but the audience went wild. You see, most of the folks were farmers too, and

had pigs just like his, and the story struck a responsive chord. Here was a man of their kind—a man whom they understood. His talk was the hit of the meeting.

## Plenty of Lung Power

So, when you are suddenly called upon to speak, don't worry about what you are going to say, or how you are going to say it, or how, what you are going to say, will sound, but just get up and say whatever you are thinking about when you get on to your feet. It may be a pleasantry about some person in the audience, it may be your impression about what the previous speaker has said, or it may be about something at home or back on the farm, but if it is good and wholesome just get it off your chest. Clear your mind. Make room for the other thoughts which will come crowding after, and you will soon lose your sense of consciousness, and become immersed in your talk.

Another point in connection with speaking in public is that a speech or a talk is no better than the last row of chairs. Remember that. How many times have men got upon their feet to talk—men with real messages to deliver, but who fell short of their goal because they didn't raise their voices so that those in the back of the room could hear. I once had a very dear friend who had a desire to run for Congress. The time came during the convention to make the nominating speeches. The man who had been chosen to place my friend's name in nomination was an old man who barely raised his voice above a whisper. Nobody in the hall heard a word he said. After he had finished it was necessary for the chairman to ask if he would please tell him the name of the man he wished to place in nomination. Naturally he wasn't nominated. So when you get on to your feet to say something, even if it is only a few words, put some breath behind it. Don't let your words get lost in your teeth.

The reason that there are so many poor speakers is because so few speakers are "sold" on their speeches. They only half believe what they are saying. Perhaps the subject was assigned to them, regardless of their ideas on that particular subject. Before a man can get up and talk earnestly, convincingly and sincerely about anything, he has to believe absolutely in what he is saying. Public speaking is merely a multiplied form of personal conversation. A man comes into

your office, and sits at your desk. You start to tell him about your business—why you are doing certain things in a certain way and why you believe these ways are the best ways. It is not long before you become lost in your subject. You no longer see the stenographer a few feet away, you no longer pay any attention to the clerks passing to and fro across your office door, all you can see or think of is the man in front of you and the message that you are trying to get over to him. You pound the desk, you point your finger, you slap your knee, but you don't realize that you are doing it. Why? Because you are sold on what you are saying. And it is the same in talking to a mass of people. You never will really amount to anything as a speaker until you have sold your speech to yourself—until you earnestly believe it, until you are so much interested in it that you become engrossed in your subject and forget all about what the audience is thinking.

## Self Suggestion Helps a Speaker

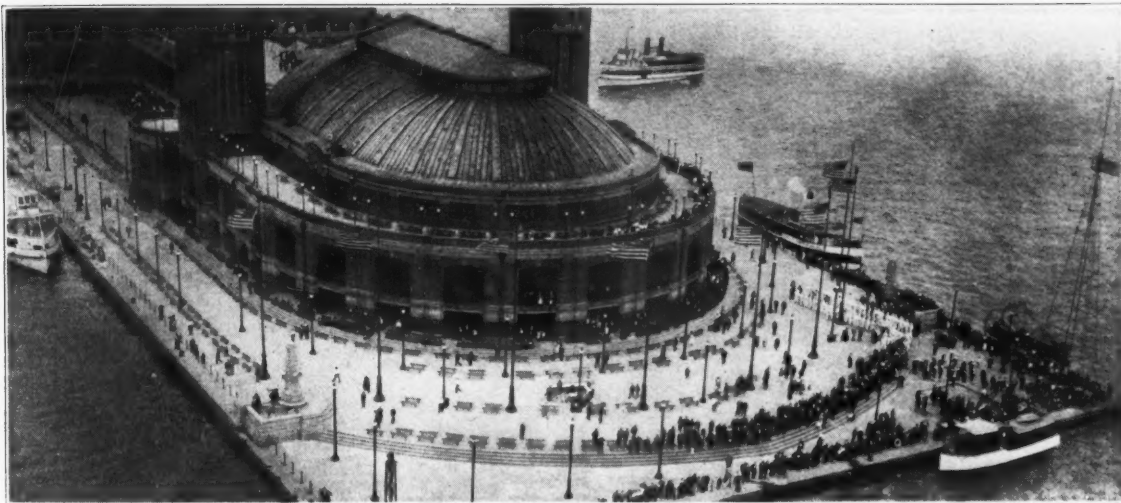
And finally, cleanse your mind of any thoughts which may cause you to think that you are not a good public speaker. Any man can be a good public speaker if he sets his mind to the task. We are what we think we are. No man is any greater than his thoughts. What he thinks he may not be able to do, is never done, and what he knows he can do is usually done. Say to yourself that you are a good public speaker, and keep repeating it to yourself until you firmly believe it. Once you convince yourself that you are a good public speaker the battle is won.

## Mr. Simpson Picks the Ten Best Books

H. L. Simpson, sales manager, United Drug Company, selects the following ten books for sales managers:

Selling Points of Hundred Pointers, E. D. Gibbs; Salesmanship, William Maxwell; How to Sell More Goods, H. J. Barrett; What a Salesman Should Know About Credits, J. C. Aspley; Men Who are Making America, B. C. Forbes; Principles of Foreign Trade, Savay; Field Tactics for Salesmen, J. C. Aspley; The Selling Process, Hawkins; Modern Salesmanship, Frederick; What a Salesman Should Know About Advertising, J. C. Aspley.





# Breaking Into the Chicago Market

What the Experience of the Holland Furnace Company, Samstag and Hilder, Altofer Brothers and Others Teaches

*By a Dartnell Investigator*

**I** THINK the time has come to develop our Chicago market. We aren't scratching the surface on the business we ought to get there. We have two service stations down there, trying to take care of a city of more than 640,000 families. Not all, but a big share, of those families live in their own homes. And if we can sell furnaces here in Michigan and make as many warm friends as are on our books, we ought to build up a real volume of business in Chicago. Why, that city alone is larger than any one of thirty-six states in the Union. It would take a big organization—would cost considerable money. But it would surely be worth the effort."

## Making "Warm Friends" in Chicago

It was in 1920, when the Holland Furnace Company, of Holland, Michigan, voted in favor of this suggestion. Market conditions were anything but rosy, you will remember, and, although there was much talk of building, not a great deal of construction work was actually under way. In spite of these conditions, the Holland company was confident that it had reached the stage where expansion was justified, where the factory could handle production on an enlarged scale. And it felt that, after all, Chicago folks were just like the people in the local territory, and would buy their furnaces on the basis of Holland service and Holland quality, backed by an absolute guarantee. At that time the company had only ten representatives in its entire Chicago territory, which included the five central states. Its success in building up a selling and service organization of over 272 representatives in this territory, in the short period of two years, has been one of the most talked of campaigns among

those who have followed marketing problems in Chicago.

The Chicago market is admittedly a problem that has taxed the resources and ingenuity of the greatest concerns in the country, a number of which are located right here and have concentrated on the market at their threshold before expanding further. And, when the Holland Company came into a territory that was served by a considerable number of local firms manufacturing and distributing several kinds of furnaces, and built up, in the city of Chicago alone, an organization of twenty-three service branches, manufacturers, in many lines of business not at all allied with furnaces, began asking how they could "break in" with equal success.

## Breaking Into the Chicago Market

The Holland experience proved that, in its case, success was the result of going after the Chicago market with hammer and tongs, and, after securing distribution, holding it by maintaining production, service, and an organization of furnace experts. In many ways, this type of organization is not comparable to that which would have to be built up by the manufacturer of, say, food products, washing machines, or hardware. At its base is the service branch, consisting of men who are thoroughly trained at the factory in the construction of the Holland furnace and the principles of home heating. Back of this organization stands the factory with an absolute guarantee of satisfaction to every purchaser. Selling the Holland furnace includes the services of a heating engineer, for every job is built to specifications. And the company goes out of its way to continue to be of service after the furnaces have been in-

stalled, following up each job to make sure that satisfaction has resulted.

Perhaps the most unique "stunt" put across by the Holland company, in living up to its slogan that "Holland Furnaces Make Warm Friends," was a national "Appreciation Week," held last April. During this time, in every territory where the furnaces had been installed, owners were given free cleaning service by the Holland representatives. This is a job which ordinarily costs the home owner in the neighborhood of \$5 to \$10. In Chicago, hundreds of owners took advantage of the offer, and were glad to place in their windows small cards showing that they were Holland furnace users, in return for the service. Some communities fairly blossomed with these small red cards, and the resulting word of mouth advertising came back to the company in the form of thousands of inquiries, which more than offset the cost of the campaign.

## Sales Increased Rapidly

In securing Chicago distribution, the Holland company used full-page newspaper space. Reprints of the ads, together with other literature, were extensively used by the salesmen who canvassed from house to house in territories covered by each service station. Selling on a service and quality basis, they forged ahead, with truly remarkable results, piling up sales gains that delight the heart of any manager—such as that of 400% at the end of the first three months in 1922. Sales in their other territories increased 25% during this same period.

That this type of organization would be altogether unsuited for many manufacturers brings up the natural question

## CUT YOUR SELLING COST

By using letters, folders, booklets, house magazines, to get orders, or make it easier for salesmen to get them.

**Postage Business Magazine Monthly** is devoted exclusively to Direct Mail Advertising and Selling. Every number is full of modern selling ideas.

**Postage Magazine** is owned, edited and published by John H. Wright, employed as General Sales Manager by several successful New York corporations.

Send 50c for current number or \$1.00 for 6 months' trial subscription.

Address  
**Postage Business Magazine**  
(Dept., S. M.)  
18 East 18th St., New York

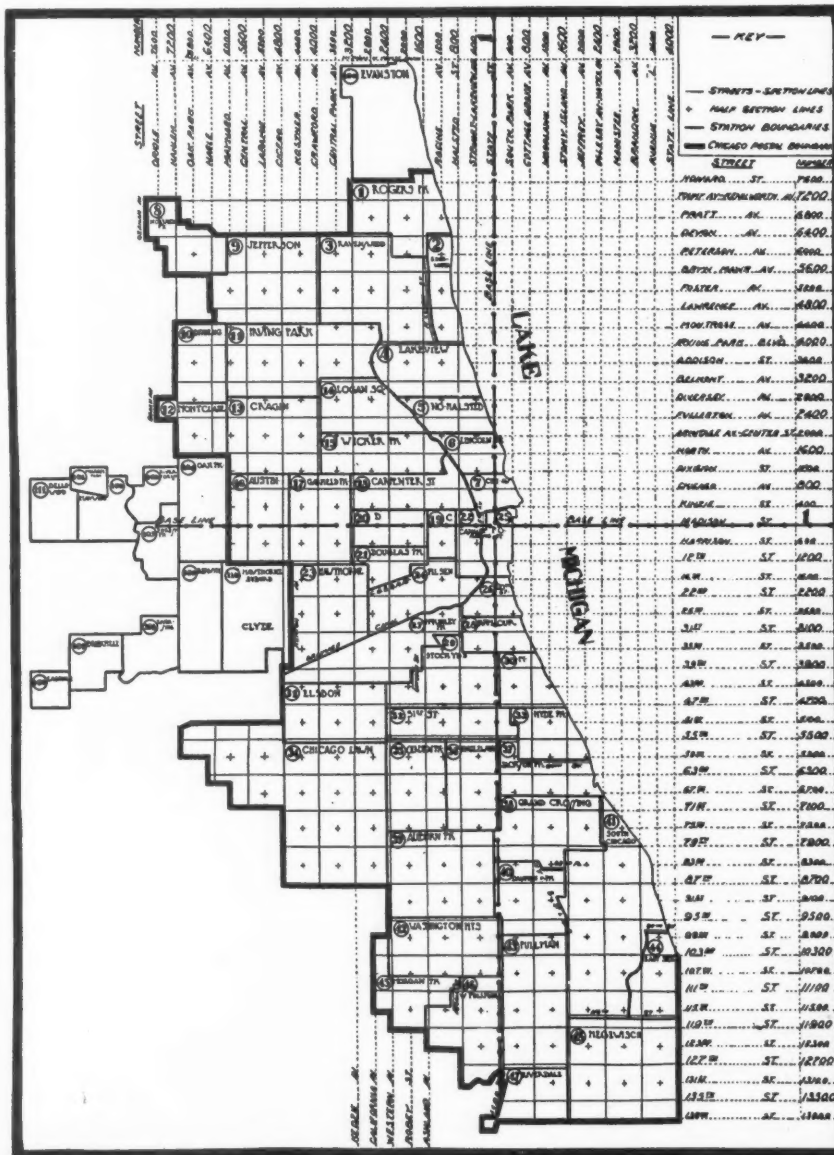
(In one year, POSTAGE received over one thousand unsolicited testimonials from Sales Executives)

"YANKEE SALES TONIC" has proved a mighty powerful force for stimulating sales-lag. Quality and consistency are quite as important factors in Direct Advertising as in any commodity. Service, proper analysis, broad experience are the only natural tools to employ to put backbone in sales media. Webster still defines "impossible" but it has no meaning in these days of D. A. and high pressure business methods. Moore's Advertising Service Canaan, N.H. succeeds well in serving others with all forms of Salesmanship in print. The kind that reaches the highest peak of production is keen for results and produces

\$\$\$\$\$  
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of just what sort of sales effort is needed to place a product on the Chicago market. The answer to this must be found in the heart of the product itself. For Chicago, as one of the world's great market places, offers every conceivable type of buyer, singly and collectively. And the manufacturer who is after the lion's share of the 3,000,000 possible purchasers in Chicago needs to make a most critical analysis of his product, of the market itself, and map out a program which he can follow to a successful conclusion. Many firms that have been established in the Chicago territory for years have had to make radical changes in their type of distribution, recently, all at considerable cost. Such organizations can never be altogether avoided in business, as its tide ebbs and flows, but, in getting the initial start, many fatal blunders can be avoided, if a careful analysis proves that a product can be marketed here, that its demand will not exceed the supply after the advertising and selling campaign has been launched, and if the right sort of organization has been used from the start, and is carefully maintained.

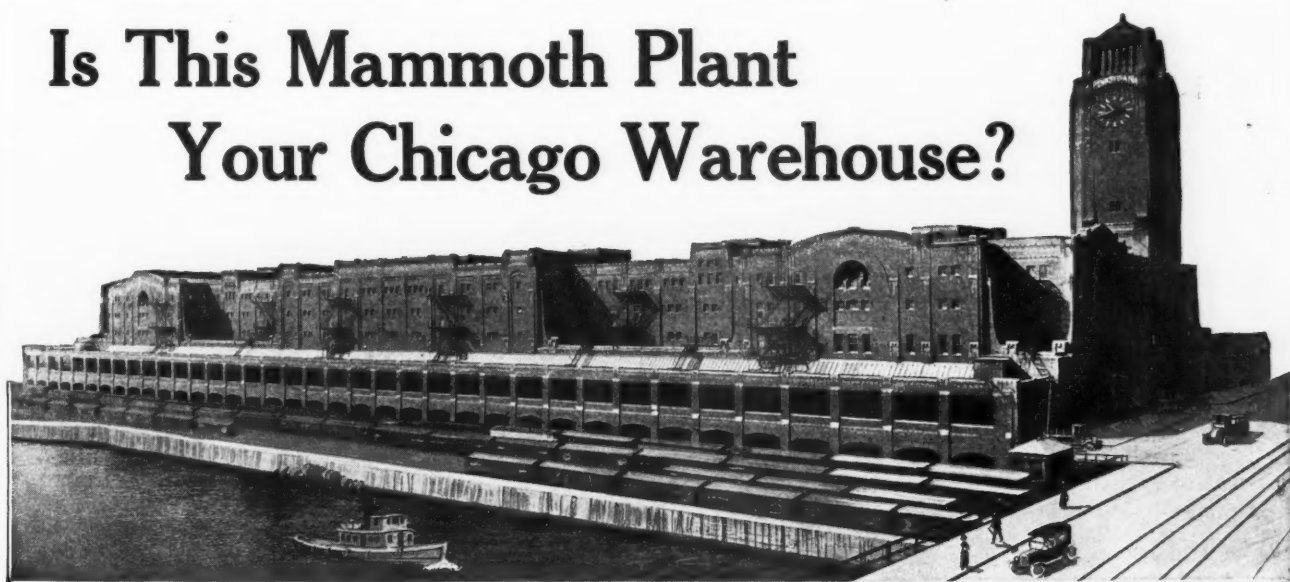
Chicago is a tremendous market in itself. Before leaving it, and going on to further fields, it should be definitely established that the factory can supply the demand in this one market and take on additional orders as well. At least one big campaign that had all the marks of real success came to grief in Chicago this past year, because the manufacturer tackled several other big markets shortly after getting under way in Chicago. The advertising and selling in this field were effective. Orders began to come in, in ever-increasing quantities, for the product, one of the many varieties of food products that annually make a play to the housewife, went over big. In a short time, the factory in Kansas City was swamped. The demand had not been anticipated to be anywhere near as great as it turned out to be. Simultaneously, campaigns, started in the other markets, began to bear fruit. Feverish work at the factory slowly corrected the lack of production, but, in the meantime, dealers who were at first enthusiastic tired of calling for stocks and putting off their customers. The campaign crashed—as



Chicago is made up of many small communities, each having its own peculiarities, customs and buying habits. This map of the postal districts will help a sales manager in routing a sales force in the Chicago territory



# Is This Mammoth Plant Your Chicago Warehouse?



## If Not, Why Not?

Granting that you are selling your products at a fair price, are you getting the maximum profits possible from your Chicago sales office?

Is it costing you more per sale than is needful to sell and deliver your merchandise to your Chicago and Mid-West customers?

Are you maintaining stocks in Chicago so that your Chicago Sales Representative can offer immediate deliveries to his "prospects"? If you do not and the sale depends upon promptness in delivery, your competitor with stocks here will get the order. Give your salesmen and your customers a stock in Chicago to draw on. It means more sales for **you**.

If you maintain stocks here to meet the demands of the trade, is it costing you more to receive, store, and reship than is necessary? Are you trying to operate your own space with no rail facilities? Are you paying fixed rentals on leased space at times only partially used? How about salaries of warehouse and shipping-room employees only intermittently engaged in actual productive effort? How about high insurance rates; watch service; light, heat and power bills? What about investment in handling equipment, and the countless other "overhead" expenses? Are you paying big bills for cartage on inbound and outbound shipments?

If you are distributing commodities in the

Middle West, it will pay you to maintain stocks in Chicago's Big Downtown Warehouse for your local and out-of-town customers. This will permit your sales representative to spend his time in selling, not in distribution detail. Make more sales; cut down the "overhead" of the Chicago office; and enjoy a larger margin of profit. A dollar saved is a dollar made.

The unexcelled storage and traffic facilities of the Largest Public Warehousing Unit West of the Atlantic Seaboard are at your disposal to effect these economies. We are daily solving the problems of sales and traffic managers of a large number of national distributors. Write us now; we shall show *you* how.

**CONSIDERATE — EFFICIENT — ECONOMICAL — RELIABLE**

## **WESTERN WAREHOUSING COMPANY**

MERCHANDISE WAREHOUSES

POLK STREET TERMINAL, PENNSYLVANIA SYSTEM

PHONE HARRISON 6350

CHICAGO

WILSON V. LITTLE, SUPERINTENDENT

# The Woodstock Typewriter

Have a letter written on any of the standard makes of typewriters.

Then have the same letter written on a Woodstock.

Ask any competent critic to pick out the neatest letter.

The reason is built in the machine.

(Ask for demonstration)

**Woodstock  
Typewriter Co.**

33 North Dearborn Street  
Chicago, U. S. A.



did the concern—and all because of a too ambitious program. Chicago alone would have been well worth the first year's expansion at the factory, and other markets could have been taken care of as production increased.

Chicago is not merely the Loop, as many old-timers in business are still apt to think of it. It is a city of forty-eight distinct business, or shopping, districts. Each of these districts is a city in itself. These forty-eight cities, within the limits of Chicago, include 10 of 100,000 to 175,000 population, 20 of 50,000 to 100,000 population, and 18 of less than 50,000 population. Each has its own banks, stores and community life. In these districts, practically anything from food products to the much cited "better than the next" rat trap can be sold, profitably, with the proper advertising and selling pressure.

## Spreading a Net Around Chicago

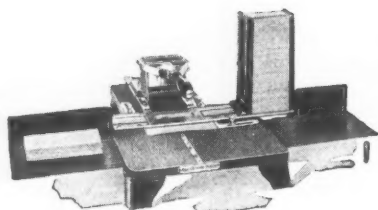
In distinct contrast with the extensive organization of the Holland Furnace Company campaign in Chicago, but with results as satisfactory in their field, were the steps taken by the New York firm of Samstag & Hilder Bros. to place the trade-marked brand of Fashionette hair nets in the retail drug store market. This company has been represented by a branch office in Chicago for years, selling to the department stores. When it started the drug store campaign in November, 1921, the market was already highly competitive and a number of other brands of hair nets were being sold through the drug stores. One particular line made its strongest appeal on the ground that it was sold to druggists only, and could be bought exclusively in the drug stores.

Samstag & Hilder first came into prominence in 1914, when they put into practice an idea that was absolutely new in the notion business. They began merchandising a trade-marked brand of notions, which was advertised directly to the consumer. Previous to that time they had been jobbers and importers. When they commenced the manufacture of their own line, they put into practice principles which revolutionized the notion business, for until then, no one had advertised a line of notions to the consumer.

## Solving the Small Order Problem

A separate sales force, consisting of six men, was used to introduce this line to Chicago druggists. While the regular Chicago office force continued to work with the department stores, these six men, under the direction of Mr. L. Phillips, started lining up the druggists. They were backed by newspaper, poster and the local druggists' magazine advertising, with a further thorough follow-up letter system conducted from the Chicago office. Cut-outs and window trims were an essential part of the selling campaign, and are being maintained along with poster and newspaper advertising at this date.

The problem of selling to the druggists hinged on the supply of the hair nets. Inasmuch as the druggists sold in limited quantities, they could not buy



The Last Word in Simplicity, Completeness and Economy as Applied to Addressing Systems.

## The FEDERAL 3-in-1 ADDRESSING MACHINE

(Hand-operated)

Your Stenographer cuts the FAMCO TYPEWRITER STENCILS on her own Typewriter in your office (without additional attachments) thereby insuring the privacy of your mailing list. New names inserted—addresses changed at a moment's notice.

In one minute, with an in-expensive attachment, this machine can be converted into a practical printing device for *printing* all kinds of small forms, such as bulletins, Post Cards, Quotations and Price Lists, etc.

## This machine is a valuable asset to Lodges and Societies

We want a number of reliable, wide-awake sales managers and distributors—Unlimited field for sales—Our machines are adapted for every line of Business—Its many uses make it a valuable supplement to other mailing installations—Liberal Commissions—Repeat orders alone will bring a handsome income.

Write for further information

## Federal Addressing Machine Corporation

Formerly the Smart Addressing Machine Corp.

11 Goodell St. Buffalo, N. Y.



# "Three Thousand Square Miles of Prosperity"

Within sixty minutes' ride of the famous Chicago "loop," there are 3,500,000 prosperous buyers.

This is the world's richest, most compact market, reached and influenced by a single medium.

With its yearly, daily-average circulation of 401,698—approximately 1,200,000 readers daily—The Chicago Daily News thoroughly saturates this market and influences the buying decisions of the great majority of its consumers.

Intelligent, up-to-the-minute, impartial trade surveys, made by The Chicago Daily News Merchandising Service, give the prospective seller a business-like, comprehensive "close-up" of the market that enables him to proceed with the minimum of effort and the maximum of result. The Chicago Daily News Merchandising Service routes and directs sales forces, establishes co-operation with dealers, and, if requested, will employ and supervise sales forces. It does not sell for the advertiser—it creates dealer acceptance for him, as Daily News advertising creates consumer acceptance for the dealers.

One opulent, compact market—one centralized campaign—one sufficient and efficient medium—

## THE CHICAGO DAILY NEWS

*First in Chicago*



## A New Manager Was on the JOB!

Orders were hard to get. The cost to sell was high and the big season rushing on.

The factory output must be shipped—and at a profit. He was there to beat past records. That was his job. Success meant a personal triumph. But how to do it was the problem that perplexed. Keen analytical reasoning, based on the facts of his market, would give the answer. But where could he quickly get the statistics of production, consumption, location, occupation and income of the wholesale and consumer trade.

### And How He Solved the Problem

The counsel of experienced men, who know how competition wins the uphill fight, would clinch success, but how could he be certain that the men he consulted were capable of advising and guiding him to the right market—where buying power, sales volume and financial rating assured results.

If he could only find a plan that would sell more and at a lower cost per unit of sale—that was the solution.

And then he thought "If I needed legal advice I'd ask my lawyer." And so needing sales and advertising co-operation he wrote us "two heads are better than one and it costs nothing to confer."

The instant his letter came we got into action. Gathering all the facts of his market, we began a study of his prod-

uct and his problem. We analyzed and recommended. We co-operated. There was no obligation involved until he believed in the soundness, economy and profitableness of our suggestions.

The result was the establishment of 12 new wholesale channels with a fleet of new dealers selling his product and backed by a plan that moved the goods off each dealer's shelf. It built a repeat business.

The same safe, sane, sound service of men who live in the midst of merchandising activities are yours on request. A quiet talk, an exchange of views, often breeds a friendship and confidence that is mutually advantageous. We are men you can trust. We are safe advisers. May we prove this in conference with you?

*An Organization of 160 People  
Specializing in Printed Matter  
That Has More Selling Power*

## Bookwalter-Ball-Greathouse PRINTING COMPANY

*Quality · Capacity · Service*

1506 North Capital Avenue : Indianapolis, Indiana

TRADE ANALYSIS : MERCHANDISING PLANS : DIRECT MAIL CAMPAIGNS  
EDITION PRINTERS : CATALOGS : FOLDERS : BOOKS : BINDERS

small lots, pay shipment charges from distant points, and compete with the department stores that bought in much greater quantities. Accordingly, the Fashionette nets were offered to the Chicago druggists from a stock maintained in the city by the Samstag & Hilder company; and were sold at the same price as that offered the department stores.

### A Thousand New Customers

There are approximately 1,470 druggists in Chicago. More than 1,000 of these became customers as a result of the campaign, which lasted for about nine months. Three salesmen are still handling the line, maintaining distribution and replacing, with new blood, customers dropped because of credit. The company reports steadily increasing sales from this new outlet, and feels that the campaign was altogether successful, was conducted at a minimum of cost, and with a sales force sufficiently large to handle its product in this particular market.

Certain facts regarding the railroad and shipping facilities of Chicago lend themselves particularly to the plans of sales managers who are figuring on dealing through the city to various points in the Chicago market—the state of Illinois, Indiana, Iowa, Michigan and Wisconsin. From the standpoint of mere statistics, Chicago can easily lay claim to title of the greatest railroad center in the world—more particularly because every road that enters the city terminates here. There are 39 such roads, including 25 great systems, which represent 40% of the railroad mileage of the United States. To expedite the transfer of freight, fourteen belt line roads have developed. Scattered through the limits of the city are 100 railroad yards for the dispatch of freight shipments, fed from 315 freight receiving stations. A great part of this enormous amount of trackage is located in the very heart of the city, and the necessity for speedy handling of the great volume of freight has developed a remarkable system for handling freight within the metropolitan district. Sixty miles of tunnel, exclusively for freight, connect docks, warehouses, wholesalers and department stores in the central district. Because of the central location of Chicago in this rich territory of five mid-western states, many houses maintain here sales headquarters, and re-shipping headquarters as well, which is possible without great cost through the extensive system of warehouses and of freight transfer routes. About 2,500 package freight cars, carrying less than carload lots direct through to 1,800 shipping points in forty states, leave Chicago daily. Warehouse service makes it possible for salesmen to concentrate on their job of selling goods, merely giving instructions to the warehouses for shipment to any points, and with the certainty of speed in delivery that is little short of express service.

The problem of adequate distribution is not confined to newcomers in the Chicago territory, by any means. Here and there we find concerns that have been



# Sales Managers—Do You Need One or More Good Salesmen?

*If you need one or more salesmen, men who will fight for business, then let us tell you about our free Employment Service*

**W**E recently placed several men with one company and shortly after the Sales Manager wrote and thanked us for putting him in touch with such good men. He also said he "was surprised" at the ability shown by our Members. Why he should be surprised is a surprise to us because the men we recommend to Sales Managers have a thorough knowledge of the fundamentals of salesmanship gained from the most practical and authoritative course in Salesmanship in the world.

If you need a salesman, let us surprise you. We have scores of Members who are ready to step into sales positions—some who have had sales experience, others who are ready to take their baptism fortified with the knowledge gained from our System of Training.

That N. S. T. A. Members make good in a big way is best evidenced by the fact that our Employment Department serves most of the best known concerns and corporations in the United States and Canada. These concerns look to us to supply them with good sales timber—they recruit their sales forces from among our Members with a full measure of satisfaction.

## Wonderful Records Made By Members

We have in our files hundreds of records to prove our Members have quickly led entire sales forces after a short period. Some of these records have been made by men who had never sold goods before. But they knew what to do and what not to do—thanks to N. S. T. A. training.

In our sales literature we have thousands of testimonials from Members, both experienced and inexperienced, who quickly jumped into the big pay class after completing our Course in the Art and Science of Selling. It will please us to submit proof of these statements to you—and recommend any number of men you may need to round out your sales force.

## Service Free To You and Members

We make no charge for placing our Members in sales positions. **And this service is absolutely free to you.** Just let us know your needs, how many men you want and we will quickly place you in touch with just the men you want. Use the coupon below, or write us fully and confidentially.

Employment Department

### NATIONAL SALESMEN'S TRAINING ASSOCIATION

Suite 515-27 Monadnock Building  
Chicago, Ill.

-----  
National Salesmen's Training Association  
Employer's Service Dept.  
Suite 515-27 Monadnock Building  
Chicago, Ill.

Without obligation, please give us the particulars about members of your association for whom you are seeking sales positions.

We plan to employ additional Salesmen.

How many? .....

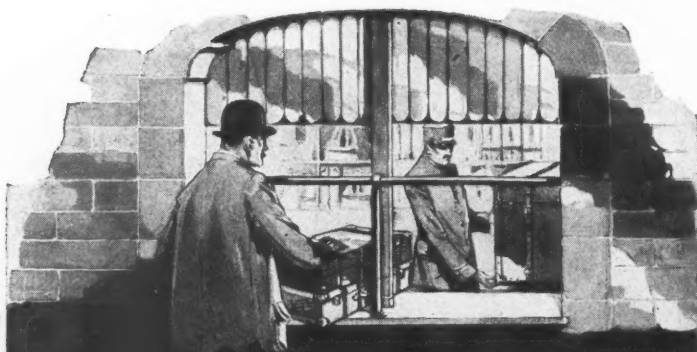
Territory .....

Firm .....

Street ..... City .....

Line ..... Manufacturer .....

Wholesale House .....



## Your high-paid salesmen and their samples

Are your salesmen using up valuable time and energy on the annoying details of protecting their samples?

One North America Commercial Travelers' Policy will cover the samples of one salesman or of your entire force. Keep your salesmen's minds on the work of selling, and let us handle the details of insurance.

For full information, forward the attached memorandum to our Philadelphia office.

*Any insurance agent or broker  
can get you a North America Policy.*

## Insurance Company of North America PHILADELPHIA

*"The Oldest American Fire and Marine Insurance Company"*

Capital \$5,000,000 Founded 1792



MEMORANDUM (Mail at once)

INSURANCE COMPANY OF NORTH AMERICA Dept. X10  
Third and Walnut Streets, Philadelphia, Pa.

Send full information regarding Commercial Travelers' Insurance

To \_\_\_\_\_  
(Name)  
Firm \_\_\_\_\_  
Address \_\_\_\_\_

## Prove It— Show Him the LETTER!

SALES arguments of sincere salesmen are often taken with "a grain of salt." Hard shell prospects want proof. You could stamp out suspicion, create confidence and get the order in many cases if your salesmen were equipped to show "testimonial" letters received from pleased customers or "prestige" orders from big buyers.

Why not place power behind the "testimonials" reposing in your files. We make photographic copies of anything printed, written or drawn. Letters contracts, maps, plans, etc., made without the use of glass plates, expensive cuts or set ups. Inexpensive. Accurate. Positive proof.

### WRITE FOR SAMPLE

Send a fresh testimonial to your salesmen regularly and notice the effect on their morale. Nothing refires the enthusiasm of a salesman like praise made public. Let us send you samples and prices.

**Ajax Photo Print Company**  
35 West Adams Street, CHICAGO, ILL.

## Wanted!

### A Real Sales Opportunity

An experienced Sales Promotion, Advertising or Sales Manager seeks a connection where he can use his talents, experience and ability in directing a mail sales promotion or advertising department and help a sales force to secure bigger results by giving effective sales co-operation, and practical assistance.

Has had a broad and successful experience in selling by mail, advertising and in giving sales producing co-operation. Has edited a sales house organ, co-operated with 50 salesmen and 27 branch offices; organized and conducted a publicity campaign which produced BIG results.

If you want BIG results let's get together. Age 36. Available October 1 at a salary of \$3600. Highest references from all previous employers. Address Box 1050, Sales Management, 1801 Leland Ave., Chicago.

in the field for years engaged in uprooting former methods and bringing new pressure to bear on sales. Some outside manufacturers have found their jobber system of distribution not satisfactory under present conditions, and are replacing it with wholesale branches operating directly from the factory. These branches not only sell to the retailer, but stimulate sales by operating their own sales force among buyers, and crediting sales to the dealers. Whether to adopt this policy, or to rely upon a strong jobbing organization, is a question that manufacturers, planning on a Chicago campaign, should consider.

### Factory Branch Replaces Jobber

An example in case is that of the A. B. C. washing machine, manufactured by Altofer Brothers Company, of Peoria, Illinois. This company has just completed a change in their organization similar to that cited above. The former sales organization has been replaced by a factory branch that sells wholesale to dealers. In other territories over the country, the A. B. C. machine is being sold by jobbing distributors with complete satisfaction, but, after a number of years of trial in the Chicago market, the company has turned to the local branch office as the only means of securing sales, and at the same time maintaining the right connections with dealers. The city, under the new plan, is divided into districts, in each of which certain dealers have exclusive rights. A highly trained sales force, operated out of the local office, works in the interests of these dealers, all sales made in house-to-house canvassing, or demonstrations, being credited to the dealer who has selling rights in that territory. Sales of this type, furthermore, serve to keep the dealers on their toes, for, when a salesman operating independently of the dealer, secures a number of good orders in his territory, and the dealer, who is more vitally interested in the commissions than the factory salesman, can point to no similar results, things begin to happen and orders develop in a hurry.

### Chicago Leads as World's Market

Chicago today, the fourth city in the world in population, ranks first in world markets. No other place butchers as much meat, makes as much machinery, builds as many cars, manufactures as much furniture, sells as much grain, handles as much lumber. It is the principal piano market of the country, the chief mail order center, the leading stove market. There are nations whose postal business is not nearly as great as that handled by the Chicago post office; countries by the dozen that spend less money for governmental purposes; even continents that move less freight than is carried into, out of, and through this one city. Half of the people of this country are within a night's ride of Chicago—and thousands of them take advantage of the proximity to their big neighbor every week, coming here to transact business and do their buying. It is a big market, but there is no "rule of thumb" means of breaking into it. Nor is it a market that stands still.



## Hotel News

A feature in hotel rates that sales executives will applaud is the policy of uniform price for all rooms which is proposed by the management of a new ten story hotel for which ground has been broken in San Antonio. It is said the rate will be \$2.50 a day. According to plans the hotel will have 225 rooms each equipped with private bath. The hotel is to be managed by Percy Tyrell now connected with the Gunther Hotel of that city.

Rumor has it that the United States Hotels Company with its string of well patronized hotels in eastern cities is about to invade the west. Hotels are said to be contemplated in Detroit and Seattle. If true, sales managers who make either of these two cities can expect to see some competition among the chains now established in those cities.

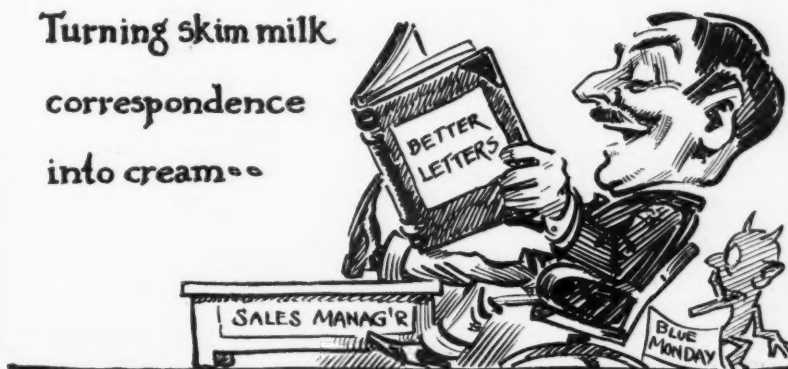
If you are headed toward Kansas in the near future you can expect to find new hotels at some of the important points. Ground has already been broken for a new \$900,000 hotel in Topeka to be known as the Kansas. It will be ten stories high and contain 300 rooms. Plans have also been drawn for a new \$200,000 hotel at Hutchinson.

Sales managers who have made Cincinnati recently are talking about the Hotel Gibson and its new fourteen story addition which is rapidly nearing completion. When completed the hotel will have a capacity of 914 rooms all of which will be equipped with either tub or shower baths. W. E. Hawk, Manager, is telling his friends about the new two-level dining room which will overlook Fountain Square and also about the popular priced lunch room that he proposes to operate.

Taking a leaf from a sales manager's note book, David B. Proven, Managing Director of the Hotel Adelphia of Philadelphia is out to sell his complete line. Aside from selling attractive room service, he is aiming to keep his dining rooms busy. He has recently introduced a plan of registering guests for "Bed and Breakfast." Tempting sales representatives to patronize his restaurant is one of his plans on the theory that they spread news about a good thing to their friends.

No one hotel in St. Louis is going to have undisputed claim to popularity if the Hotel Jefferson management has anything to say about the matter. That it will have something to say is indicated by the fact that plans are under way for a twelve story annex to be built at a cost of \$2,000,000. It is expected that the addition will be completed in about a year.

Turning skim milk  
correspondence  
into cream...



FOR the executive who has to do with creating and maintaining sales, few things are of more practical importance than the ability to write "better letters"—letters that are alive, forceful, persuasive, prepossessing—letters that inspire respect, confidence, good will—letters that grip and convince and achieve results. Follow the example of Will Wiseboy in the picture above, and let BETTER LETTERS help you turn skim milk correspondence into cream. There are bigger (and duller) books on the subject, but none that covers the *fundamentals* in such a helpful and stimulating way. It will interest you from cover to cover on its own account, and the information derived from its pages

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By Carl F. Watter

Sales Manager, J. J. Hokenjos Co., Newark

A certain man who had been doing splendid introductory work in a certain territory where a certain line of goods was fairly well known suddenly developed the traits of what we are pleased to call a "one timer."

Upon bringing the man in and questioning him closely, we were surprised to learn his opinions on the following.

1. The line was poorly balanced.
2. The advertising matter was not good.
3. The dealer helps were insufficient.
4. The jobbers salesmen were hostile to the line.
5. The regular salesman on the territory was not big enough for the job.
6. That the house was not giving the proper support to the promotion of the territory.

This indeed was news for the line was enjoying a great popularity where it was offered and was in itself an improvement on any other similar line offered on the market today. His second and third points might be well taken but we felt justified in disregarding his claims inasmuch as we were in receipt of no complaint whatsoever from any of our dealers or distributors.

It is our policy to always keep in very close touch with our jobbers representatives and in no instance that we know of or could find out about was there anything but enthusiasm for the proposition and inasmuch as our representative on the territory had already written in 1922 more than 50% of the business written on the territory in 1921 and had opened eleven new accounts, we felt justified in thinking that the regular man had at least made a good start.

To bring this situation to a head, the dissatisfied salesman was asked for his suggestion. He told us that given a good man and two weeks, he could open up any territory within a radius of 500 miles of New York City in a month.

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of SALES MANAGEMENT, published monthly at Chicago, Illinois, for October, 1922.

State of Illinois, County of Cook—ss.

Before me, a notary public, in and for the state and county aforesaid, personally appeared John Cameron Aspley, who, having been duly sworn according to law, deposes and says that he is the editor of SALES MANAGEMENT, and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication for the date shown in the above caption, required by the act of Aug. 24, 1912, embodied in section 443, Postal Laws and Regulations.

1. That the names and addresses of the publisher, editor, managing editor and business managers are:

Publisher—The Dartnell Corporation, 1801 Leland Ave., Chicago.

Editor—John Cameron Aspley, 1801 Leland Ave., Chicago.

Business Managers—The Directors of The Dartnell Corporation.

2. That the owners are The Dartnell Corporation, a stock company organized and incorporated under the laws of the State of Illinois, all stock being owned by J. C. Aspley, Glencoe, Ill.; M. D. Aspley, Glencoe, Ill.; M. B. Aspley, Chicago; J. T. Kemp, Chicago; P. R. Means, Chicago; H. G. Trine, Chicago; and R. A. D. Trine, Chicago.

3. That the known bondholders, mortgagees and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages or other securities are:

None.

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JOHN CAMERON ASPLEY, Editor.

Sworn to and subscribed before me this twenty-fifth day of September, 1922.

P. R. MEANS,  
Notary Public.

(My commission expires March 28, 1923.)